



NATIONAL GUARD

2007

POSTURE STATEMENT



*Protecting America at
Home and Abroad*

Cover Photos from Top to Bottom:

A US Air Force F-15C Eagle aircraft assigned to the 122nd Fighter Squadron, Louisiana, Air National Guard, flies over the Cape San Blas Lighthouse in Northern Florida, after a successful mission flown in support of Combat Archer, a Weapons System Evaluation Program, conducted at Tyndall Air Force Base, Florida. Camera Operator: TSGT Michael Ammons, USAF. (14 May 2002)

A US Army UH-60 Black Hawk helicopter assigned to the 4th Infantry Division flies towards the Louisiana Super Dome in New Orleans, Louisiana. The Super Dome is being used as a central staging and relocation center for thousands of displaced New Orleans residents affected by the flooding and devastation of Hurricane Katrina. Camera Operator: TSGT Kevin J. Gruenwald, USAF. (4 Sep 2005)

US Army Soldiers of the 1st Platoon/198th Armor, Quick Response Force, Mississippi Army National Guard, Armory, Mississippi, part of the 155th Brigade Combat Team, Tupelo, MS, stop in the city of Najaf to hand out treats and personal hygiene items to the children and their parents. The Soldiers based at Forward Operating Base Hotel participating in these activities, are helping establish a stronger relationship with the citizens of Iraq during Operation Iraqi Freedom. Camera Operator: PHC(AW/NAC) Edward Martens, USN. (10 Apr 2005)

No information available for bottom photo.

Composite background map image sources:

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Contents

In Memoriam ii

Chief, National Guard Bureau Executive Summary 1

Army National Guard

“Serving a Nation at War: At Home and Abroad”, Message from the Director 5

Homeland Defense: Here and Abroad for over 369 Years 6

Support the Warfighter Anytime, Anywhere 8

Transformation for the 21st Century: Ready, Reliable, Essential and Accessible 10

Air National Guard

Message from the Director 13

Homeland Defense: Here and Abroad for over 90 Years 14

Support the Warfighter Anytime, Anywhere 15

Transformation for the 21st Century: Relevant Now ... and in the Future 16

Joint Staff

Joint Staff Overview 21

Homeland Defense: Here and Abroad 22

Support the Warfighter Anytime, Anywhere 24

Transformation for the 21st Century 26

State Adjutants General 29

In Memoriam

A special dedication to the men and women of the Army and the Air National Guard who made the ultimate sacrifice while serving the United States of America.

America's 21st Century Minutemen—Always Ready, Always There!

National Guard Soldiers and Airmen lost during the attacks on 9/11, Operation Noble Eagle, Operation Enduring Freedom and Operation Iraqi Freedom as of January 1, 2006

PVT Algernon Adams, SC
SGT Leonard Wade Adams, NC
SPC Segun F. Akintade, NY
SPC Azhar Ali, NY
SGT Howard Paul Allen, AZ
1LT Louis E. Allen, NY
SSG William Alvin Allers III, KY
SFC Victor Antonio Anderson, GA
SPC Michael Andrade, RI
SGT Travis Mark Arndt, MT
SSG Daniel Laverne Arnold, PA
SSG Larry Richard Arnold, MS
SGT Christopher James Babin, LA
SSG Nathan J. Bailey, TN
SPC Ronald W. Baker, AR
SGT Sherwood R. Baker, PA
1LT Gerald Baptiste, NY
SGT Michael C. Barkey, OH
1LT Christopher W. Barnett, LA
SPC Bryan Edward Barron, MS
SGT Michael Barry, MO
SPC Todd M. Bates, OH
SGT Tane Travis Baum, OR
SPC Alan Bean Jr., VT
SGT Bobby E. Beasley, VA
CPL Joseph Otto Behnke, NY
SGT Aubrey D. Bell, AL
SPC Bradley John Bergeron, LA
SSG Sean B. Berry, TX
SSG Harold D. Best, NC
SGT Dennis J. Boles, FL
SFC Craig A. Boling, IN
SSG Jerry L. Bonifacio Jr, CA
COL Canfield "Bud" Boone, IN
PFC Samuel R. Bowen, OH
SGT Larry Bowman, NY
SSG Hesley Box, Jr., AR
SSG Stacey C. Brandon, AR
SPC Kyle A. Brinlee, OK
SSG Cory W. Brooks, SD
PFC Nathan P. Brown, NY
PFC Oliver J. Brown, PA
SPC Philip D. Brown, ND

SPC Jacques Earl Brunson, GA
PFC Paul J. Bueche, AL
CPL Jimmy Dale Buie, AR
SPC Alan J. Burgess, NH
SPC Casey Byers, IA
SGT Charles T. Caldwell, RI
SSG Joseph Camara, RI
SGT Deyson Ken Cariaga, HI
SPC Jocelyn L. Carrasquillo, NC
SGT James Dustin Carroll, TN
SGT Frank T. Carvill, NJ
SFC Virgil Ray Case, ID
CAPT Christopher S. Cash, NC
SPC Jessica L. Cawvey, IL
SPC James A. Chance III, MS
SSG William D. Chaney, IL
MSG Chris Shayne Chapin, VT
SSG Craig W. Cherry, VA
SPC Don A. Clary, KS
MSG Herbert R. Claunch, AL
SPC Brian Clemens, IN
SGT Russell L. Collier, AR
SFC Kurt Joseph Comeaux, LA
SPC Anthony Steven Cometa, NV
SFC Sean M. Cooley, MS
SSG Travis Sentell Cooper, MS
SGT Alex J. Cox, TX
SPC Carl F. Curran, PA
SPC Daryl Anthony Davis, FL
SSG Kevin Dewayne Davis, OR
SPC Raphael S. Davis, MS
SSG David Fredrick Day, MN
SGT Felix M. Del Greco, CT
SPC Daryl T. Dent, DC
SPC Daniel A. Desens, NC
PFC Nathaniel Edward Detemple, PA
SPC Joshua Paul Dingler, GA
SPC Ryan E. Doltz, NJ
1LT Mark Harold Dooley, VT
SPC Thomas John Dostie, ME
SSG George Ray Draughn Jr., GA
SPC Christopher M. Duffy, NJ
SGT Arnold Duplantier, II, CA
SSG Mark Oscar Edwards, TN
SGT Michael Egan, PA
SGT Christian Philip Engeldrum, NY
CPT Phillip T. Esposito, NY
SPC William Lee Evans, PA
SPC Michael Scott Evans II, LA
SSG Christopher Lee Everett, TX
SGT Justin L. Eyerly, OR
SPC Huey P. Long Fassbender, LA
CPT Arthur L. Felder, AR
SGT Robin Vincent Fell, LA
SPC William Valentin Fernandez, PA
SPC Jon P. Fettig, ND
SGT Damien Thai Ficek, WA
SGT Jeremy J. Fischer, NE
CPT Michael Todd Fiscus, IN
SPC David Michael Fisher, NY
SGT Paul F. Fisher, IA
CW2 John Michael Flynn, NV
SSG Tommy I. Folks, Jr., TX
SPC Craig S. Frank, MI
SSG Bobby C. Franklin, NC
SSG Jacob Frazier, IL
SPC Carrie Lee French, ID
SPC Armand L. Frickey, LA
SSG Carl Ray Fuller, GA
SGT Jerry Lewis Ganey Jr., GA
SGT Seth Kristian Garceau, IA
SPC Tomas Garces, TX
SGT Landis W. Garrison, IL
SGT Christopher Geiger, PA
SPC Christopher D. Gelineau, ME

SPC Mathew Vincent Gibbs, GA
2LT Richard Brian Gilenau, IA
SSG Charles Crum Gillican III, GA
SPC Lee Myles Godbolt, LA
SPC Richard A. Goward, MI
SSG Shawn Alexander Graham, TX
SGT Jamie A. Gray, VT
SPC James T. Grijalva, IL
SGT Jonathon C. Haggin, GA
SGT Peter James Hahn, LA
SSG Asbury Fred Hawn II, TN
SPC Michael Ray Hayes, GA
SPC Paul Martin Heltzel, LA
SPC Kyle Matthew Hemauer, VA
1LT Robert L. Henderson II, KY
SSG Kenneth Hendrickson, ND
SPC Brett Michael Hershey, IN
MSG Michael Thomas Hiester, IN
SGT Stephen Correll High, SC
SGT Jeremy M. Hodge, OH
SFC Robert Lee Hollar Jr., GA
SPC James J. Holmes, ND
SPC Jeremiah J. Holmes, NH
SGT Manny Hornedo, NY
SGT Jessica Marie Housby, IL
SPC Robert William Hoyt, CT
SPC Jonathan Adam Hughes, KY
SGT Joseph Daniel Hunt, TN
SSG Henry E. Irizarry, NY
SPC Benjamin W. Isenberg, OR
SFC Tricia Lynn Jameson, NE
SGT Brahim Jamal Jeffcoat, PA
SPC William Jeffries, IN
SPC David W. Johnson, OR
SSG David Randall Jones, GA
SFC Michael Dean Jones, ME
SGT Anthony Nelson Kalladeen, NY
SPC Alain Louis Kamolvathin, NY
SPC Mark J. Kasecky, PA
SPC Charles Anthony Kaufman, WI
SPC James C. Kearney, IA
SGT Michael Jason Kelley, MA
SSG Stephen Curtis Kennedy, TN
SSG Ricky Allan Kieffer, MI
SGT James Ondra Kinlow, GA
PFC David M. Kirchoff, IA
SGT Timothy C. Kiser, CA
SGT Floyd G. Knighten Jr., LA
SPC Joshua L. Knowles, IA
SSG Lance J. Koenig, ND
CW3 Patrick W. Kordsmeier, AR
SPC Kurt Eric Krout, PA
SPC John Kulick, PA
SFC William W. Labadie Jr., AR
SGT Joshua S. Ladd, MS
SPC Charles R. Lamb, II
CW4 Patrick Daniel Leach, SC
SGT Terrance Delan Lee, Sr., MS
PFC Ken W. Leisten, OR
SSG Jerome Lemon, SC
SPC Tiothy J. Lewis, DC
SGT Jesse Marvin Lhotka, MN
SSG Victoir Patric Lieurance, TN
SPC Justin W. Linden, OR
SSG Tommy Seary Little, MS
SPC Jeremy Loveless, AL
SSG David L. Loyd, TN
CPT Robert Lucero, WY
SPC Audrey Daron Lunsford, MS
SPC Derrick Joseph Lutters, KS
SPC Wai Phyo Lwin, NY
SSG William Francis Manuel, LA
SPC Joshua Samuel Marcum, AR
PFC Ryan A. Martin, OH
SGT Nicholas Conan Mason, VA

SPC Patrick R. McCaffrey, Sr., CA
1LT Erik S. McCrae, OR
SPC Donald R. McCune, WA
SGT John Edward McGee, AL
SPC Jeremy Wayne McHalfey, AR
SPC Eric S. McKinley, OR
SPC Scott Paul McLaughlin, VT
SSG Heath A. McMillan, NY
SPC Robert Allen McNeil, MS
MSG Robbie Dean McNary, MT
SPC Kenneth A. Melton, AR
SGT Chad Michael Mercer, GA
SSG Dennis P. Merck, GA
SPC Michael G. Mihalakis, CA
SGT John Wayne Miller, IA
CPT Lowell Thomas Miller II, MS
SFC Troy L. Miranda, AR
SGT Ryan Jay Montgomery, KY
SGT Carl James Morgan, PA
SPC Dennis B. Morgan, SD
SGT Steve Morin Jr., TX
SGT Shawna M. Morrison, II
SPC Clifford L. Moxley, PA
SPC Warren Anthony Murphy, LA
SGT David Joseph Murray, LA
SPC Nathan W. Nakis, OR
SPC Creig Lewis Nelson, LA
SSG Paul Christian Neubauer, CA
SPC Joshua M. Neusche, MO
SPC Paul Anthony Nicholas, CA
SGT William J. Norman, VT
PFC Francis Chinomso Obajii, NY
SGT John Banks Ogburn, OR
SGT Nicholas Joseph Olivier, LA
SSG Todd Donald Olson, WI
SPC Richard P. Orenge, PR
SSG Billy Joe Orton, AR
SGT Timothy Ryndale Osbey, MS
SSG Ryan Scott Ostrom, PA
SSG Michael C. Ottolini, CA
PFC Kristian E. Parker, LA
SSG Saburant Parker, MS
SPC Gennaro Pellegrini Jr., PA
SGT Theodore L. Perreault, MA
SSG David S. Perry, CA
SGT Jacob Loren Pffingsten, MN
SGT Ivory L. Phipps, IL
CW2 Paul J. Pillen, SD
SGT Foster Pinkston, GA
SGT Darrin K. Potter, KY
SGT Christopher S. Potts, RI
SGT Lynn Robert Poulin, SR, ME
SPC Robert Shane Pugh, MS
SSG George Anthony Pugliese, PA
SPC Joseph Andrew Rahaim, MS
SPC Eric U. Ramirez, CA
PFC Brandon Ramsey, IL
SPC Christopher J. Ramsey, LA
SSG Jose Carlos Rangel, CA
SSG Johnathan Ray Reed, LA
SSG Aaron T. Reese, OH
SGT Gary Lee Reese Jr., TN
SPC Jeremy L. Ridlen, IL
CPL John T. Rivero, FL
SSG William Terry Robbins, AR
CPL Jeremiah W. Robinson, AZ
SSG Alan Lee Rogers, UT
PFC Hernando Rois, NY
SFC Daniel Romero, CO
SGT Brian Matthew Romines, IL
SFC Robert E. Rooney, MA
SPC David L. Roustrum, NY
SGT Roger D. Rowe, TN
SGT David Alan Ruhren, VA
CW4 William Ruth, MD

SPC Lyle Wyman Rymer II, AR
SGT Paul Anthony Saylor, GA
SFC Daniel Ronald Scheile, CA
SPC Jeremiah W. Schmunk, WA
SPC Bernard Leon Sembly, LA
SPC Jeffrey R. Shaver, WA
SGT Kevin Sheehan, VT
SGT Ronnie Lee Shelley, GA
SGT James Alexander Sherrill, KY
1LT Andrew Carl Shields, SC
SGT Alfredo Barajas Silva, CA
SGT Alfred Barton Silver, TN
SGT Isiah Joseph Sinclair, LA
SPC Roshan "Sean" R. Singh, NY
SPC Aaron J. Sissel, IA
1LT Brian D. Slavenas, IL
SGT Eric Wentworth Slobodnik, PA
SGT Keith Smette, ND
CW4 Bruce A. Smith, IA
CPL Darrell L. Smith, IN
SGT Michael Antonio Smith, AR
SPC Norman Kyle Snyder, IN
SGT Mike Takeshi Sonoda Jr., CA
SGT Patrick Dana Stewart, NV
SGT Michael James Stokely, GA
Maj Gregory Stone, ID
SPC Chrystal Gale Stout, SC
2LT Matthew R. Stoval, MS
SGT Francis Joseph Straub Jr., PA
SGT Thomas James Strickland, GA
W01 Adrian Bovee Stump, OR
SSG Michael Sutter, MI
SGT Robert Wesley Sweeney III, LA
SGT DeForest L. Talbert, WV
SFC Linda A. Tarango-Griess, NE
SPC Christopher M. Taylor, AL
SGT Shannon D. Taylor, TN
MSG Thomas R. Thigpen, Sr., SC
SGT John Frank Thomas, GA
SGT Paul William Thomason, TN
1LT Jason Gray Timmerman, MN
SGT Humberto F. Timoteo, NJ
SPC Eric Lee Toth, KY
SPC Seth Randell Trahan, LA
SPC Quoc Binh Tran, CA
SGT Robert W. Tucker, TN
2LT Andre D. Tyson, CA
SPC Daniel P. Unger, CA
PFC Wilfredo Fernando Urbina, NY
SGT Michael A. Uvanni, NY
SGT Gene Vance Jr., WV
SGT Daniel Ryan Varnado, MS
1LT Michael W. Vega, CA
PFC Kenneth Gri Vonronn, NY
SSG Michael Scott Voss, NC
PFC Brandon J. Wadman, FL
SGT Andrew Peter Wallace, WI
SFC Charles Houghton Warren, GA
SFC Mark C. Warren, OR
SPC Glenn James Watkins, WA
SPC Michael J. Wedling, WI
SSG David J. Weisenburg, OR
SPC Cody Lee Wentz, ND
SPC Jeffrey M. Wershow, FL
SGT Marshall Westbrook, NM
SPC Lee Alan Wiegand, PA
1LT Charles L. Wilkins III, OH
SPC Michael L. Williams, NY
SFC Christopher R. Willoughby, GA
SSG Clinton L. Wisdom, KS
SPC Robert A. Wise, FL
SPC Michelle M. Witmer, WI
SGT Elijah Tai Wah Wong, AZ
SFC Ronald Tanner Wood, UT
SGT Roy A. Wood, FL





Lieutenant General H Steven Blum

Chief, National Guard Bureau



Chief, National Guard Bureau Executive Summary

This past year the National Guard demonstrated how superbly it simultaneously performs our dual missions, state and federal.

In August 2005, with more than 80,000 troops already mobilized for the global war on terror and faced with Katrina, a catastrophic hurricane, the Gulf Coast governors called upon the Guard. The Guard, the nation's preeminent military domestic response force, fulfilled our commitment to the governors and our neighbors. In spite of a massive wartime mobilization, the Guard mobilized and deployed the largest domestic response force in history. Soldiers and Airmen from all 50 states, the territories of Guam and the U.S. Virgin Islands, the Commonwealth of Puerto Rico and the District of Columbia deployed in record time in support of their Gulf Coast neighbors. Never before had every corner of America answered the desperate cry of our neighbors in such unison. Truly, when you call out the Guard, you call out America!

Guard forces were in hurricane affected neighborhoods rescuing people within four hours of Katrina's landfall. More than 11,000 Soldiers and Airmen were involved in rescue operations on August 31. The Guard mobilized and deployed, in support of rescue and recovery, an additional 19,000 troops in the following 96 hours. Guard participation peaked at over 50,000 personnel on September 7. More than 6,500 Guard men and women were in New Orleans alone by September 2, 2005. The National Guard responded in spite of massive overseas deployment of personnel and equipment in support of our federal mission.

No state, regardless of its size, can handle a natural or man-made catastrophe of the magnitude of a Katrina. Emergency Management Assistance Compacts allowed governors of affected states to immediately call upon another state's National Guard as reinforcements for recovery efforts. In 23 states, the Adjutant General also serves as the State Director of Emergency Management, State Director of Homeland Security, or both. This is an important aid in the coordination of the civil and military response.

The National Guard has undergone a total transformation in the past few years. The once ponderous Cold War strategic reserve transformed itself into an agile, lethal operational force capable of joint and expeditionary warfare—a uniquely flexible force simultaneously capable of responding to a broad range of civil and humanitarian crises.

The Guard serves our nation and communities across the full spectrum of domestic and warfighting missions. We fight narco-terrorism through our counterdrug programs. We work with our nation's youth through programs like StarBase and ChalleNGe to ensure they have a brighter future. We stand guard over America's critical physical and cyber infrastructure. Our Airmen fly the vast majority of air sovereignty missions over America's cities, while our Soldiers man air defense batteries in the nation's capital and the nation's sole ballistic missile interceptor site in Alaska. We conduct peacekeeping operations in Kosovo and the Sinai, stand watch aboard military cargo ships as they transit the Persian Gulf, guard prisoners in Guantanamo Bay, and train the Iraqi

and Afghan national armies. Joint and multinational training, exercises, humanitarian support and a variety of other missions have taken the Guard overseas to more than 40 nations on five continents last year alone.

The Guard stands more ready, reliable, essential and accessible today than at anytime in its near-four hundred years of existence. Since 9/11, we have been employed around the world and here at home as an operational force in a variety of contingencies. It is a role that the Guard was not structured to perform before 9/11. The Guard—with the exception of those units mobilized for war—is still under-resourced for many of the missions it now performs. Army Guard units in particular remain manned at Cold War levels, lack a robust cadre of full-time support personnel, and are equipped well below wartime requirements. Other vestiges of this Cold War construct, such as a needlessly-long mobilization process, continue to hamper the most efficient use of the Guard.

Our nation's reliance on the Guard is unprecedented at this stage in a major war. At one point in 2005, the Army National Guard contributed half of the combat brigades on the ground in Iraq. The Army's leadership has acknowledged that the Army could not sustain its presence in Iraq without the Guard. As of January 1, 2006, over 350 Guard men and women have given their lives while engaged in this global struggle.

Guard units bring more to the warfight than just Soldiers and Airmen. There is ample anecdotal evidence that the civilian skills Guard members possess make them exceptionally well suited for peacekeeping and nation building. An Iraqi policeman may have limited respect for an American Soldier who attempts to train him in the methods of civilian law enforcement. But, when that Soldier is a National Guardsman with 20 years of civilian experience as a police officer, that Soldier's credibility and impact as a trainer is vastly enhanced.

Guard support to the warfight is not limited to our role on the battlefield. The Guard's unique State Partnership Program continues to support Combatant Commander's Security Cooperation Plans and strengthen alliances with 50 allied nations around the world. This immensely successful program has grown from direct military-to-military exchanges to encompass military-to-civilian and ultimately civilian-to-civilian exchanges. Once again, the citizen Soldiers and Airmen of the National Guard are the bridge that allows this to happen, with their combination of military and civilian backgrounds providing a sterling example of how America has peacefully balanced military and civilian interests for well over 300 years.

National Guard units deployed to combat since September 11th have been the best-trained and equipped force in American history. The U.S. Army invested \$4.3 billion to provide those units with the very best, state-of-the-art equipment.



This is an unprecedented demonstration of the Army's commitment to ensure that no Soldier, regardless of component (Active, Guard, or Reserve), goes to war ill equipped or untrained. With the help of the U.S. Congress, this was accomplished over a two-year period. It is now a reality for National Guard overseas combat deployments.

The Guard, since September 11th, has been well equipped for its overseas missions, and has demonstrated its Citizen-Soldier expertise across the full-spectrum of warfighting, peacekeeping, and security engagement with our allies. The response to Katrina, however, revealed serious shortcomings in the equipping of Guard units for Homeland Security and Defense. Guard units returned from the overseas warfight with a fraction of the equipment with which they deployed, leaving them far less capable of meeting training requirements, or more importantly, fulfilling their missions here at home.

The senior leadership of the U.S. Army has committed to re-equipping the Guard, the nation's first domestic military responders. The Army has a comprehensive reset plan that recognizes the Army National Guard's critical role in Homeland Defense (HLD) and support to Homeland Security (HLS) operations. This will take time and resources. I am confident that a real sense of urgency exists to make this a reality for America. The Guard currently has less than 35 percent of the equipment it requires to perform its wartime mission. We gratefully acknowledge the \$900 million down-payment Congress made on resourcing our needs as an operational force for HLD/HLS and the overseas warfight, and recognize the full cost of restoring readiness will require continuing long-term Congressional attention.

Satellite and tactical communications equipment, medical equipment, utility helicopters, military trucks and engineer equipment are the Army Guard's highest equipment priorities. We must ensure that this equipment is identical to that required for wartime use, so that Guard units remain interoperable with their active component counterparts for both HLD/HLS and warfight operations. We also need to invest in an extensive non-lethal weapons capability for use in both domestic and overseas contingencies.

Two years ago, I committed to the governors, our state Commanders-in-Chief that the National Guard Bureau would provide each of them with sufficient capabilities under state control, and an appropriate mix of forces, to allow them to respond to domestic emergencies. I also promised to provide a more predictable rotation model for the deployment of their Army Guard Soldiers, along the lines already in place for Air Guard units participating in the Air and Space Expeditionary Force deployments.

The National Guard Bureau is committed to the fundamental principle that each and every state and territory must pos-

sess ten core capabilities for homeland readiness. Amidst the most extensive transformation of our Army and Air Forces in decades, we want to ensure that every governor has each of these “essential 10” capabilities: a Joint Force Headquarters for command and control; a Civil Support Team for chemical, biological, and radiological detection; engineering assets; communications; ground transportation; aviation; medical capability; security forces; logistics and maintenance capability.

The final 11 Civil Support Teams were organized this past year, giving every state and territory the capability of rapidly assisting civil authorities in detecting and responding to a Weapons of Mass Destruction attack. These are joint units, consisting of both Army and Air National Guard personnel.

Air Guard personnel in the Civil Support Teams are part of a larger trend. The National Guard has leveraged homeland defense capabilities from the Air Guard far beyond the now-routine mission of combat air patrols over our cities. Every state fields rapid reaction forces capable of quickly responding to a governor’s summons, and in many cases these forces consist of Air Guard security police. The Air Guard also provides extensive HLS capabilities with its communications, ground transportation, and chemical-biological-radiological detection units.

The civil engineering capabilities of Air Guard RED HORSE (Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer) teams and the medical capabilities of Air Guard Expeditionary Medical Support (EMEDS) systems proved extremely valuable in responding to Katrina. We are examining fielding these capabilities on a regional basis for more rapid response to future disasters.

Our 12 regional Chemical, Biological, Radiological, Nuclear and high-yield Explosive (CBRNE) Enhanced Response Force Packages (CERFP) provide mass casualty decontamination, medical treatment, security and urban search and extraction in contaminated environment capabilities in addition to the special skills of the Civil Support Teams. These units are not dedicated solely to Homeland Defense, but are existing warfighting units that have been given a powerful new HLD capability by virtue of modest amounts of additional equipment and training. This program, a concept only two years ago, has already placed 12 certified force packages on the ground, with Congress authorizing an additional five in the fiscal year 2006 Defense Appropriation. It is now an important part of the Guard’s increasingly sophisticated Homeland Defense capability.

The Guard has fielded six regional Critical Infrastructure Program—Mission Assurance Assessment (MAA) teams to conduct vulnerability assessments of Department of Defense critical infrastructure. These teams conduct force protection training and plan for emergency response to a terrorist attack or natural disaster striking our critical infrastructure. Four

more teams will be fielded in fiscal year 2006. These specialized capabilities are available to any state or region, along with traditional Guard forces should they be needed.

The most critical transformation the National Guard has undergone since 2001 has been in the Joint Forces Headquarters in each state, territory, and the District of Columbia (JFHQ-State). What used to be the State Area Command (STARC) and Air Guard State Headquarters, administrative organizations for peacetime control of units, has developed into a sophisticated headquarters and communications node capable of assuming command and control of units from all services and components when responding to a domestic emergency. Tested and proven during multiple National Special Security Events in 2004, these headquarters were further validated this past year by hurricanes Katrina and Rita.

These headquarters, now operated on a continual 24/7/365 basis, must be linked together to provide robust capabilities to share secure and non-secure information within the State or Territory, to deployed incident site(s), and to other DoD and inter-governmental partners engaged in support of Homeland Defense and Defense Support to Civil Authorities missions. To support these needs in the near-term, NGB has fielded 13 rapid response communications packages—the Interim Satellite Incident Site Communications Set (ISISCS)—that are regionally-based, and which proved absolutely vital when the entire domestic communications infrastructure in the Gulf Coast region of the United States went down during Hurricane Katrina. To satisfy the full range of required Command and Control, Communications, and Computer (C4) capabilities, NGB and U.S. Northern Command have collaborated on the Joint Continental U.S. Communications Support Environment (JCCSE) construct. When fully implemented, the JCCSE will provide U.S. Northern Command, U.S. Pacific Command, the National Guard Bureau, each Joint Force Headquarters-State, and our inter-governmental partners with the vital C4 capabilities and services to support continuous and accurate situational awareness of operational capabilities at the State or Territory and incident levels; enhanced information sharing and collaboration capabilities to facilitate mission planning, resourcing, and execution; and a fully integrated trusted information sharing and collaboration environment to facilitate coordination and unity of effort.

Today we are taking on the challenge of responding to a potential flu pandemic that could challenge domestic tranquility like no other event since the Civil War. The forward deployed JFHQ-State are the only existing organization with the intrinsic capabilities, knowledge of local conditions and realities, geographic dispersion, resources and experience to coordinate the massive state-federal response that would be required in a pandemic of the predicted magnitude. Aided by the JCCSE communica-



tions backbone, the headquarters can assist civil authorities as they share a common operating picture, request and coordinate specialized regionally-based response forces, and receive follow-on forces from other states, federal reserve forces, or active duty forces.

The Guard must continue to transform in order to maintain our status as a fully operational reserve of the Army and the Air Force, while at the same time increasing our ability to respond to terrorist attack or natural disaster at home. We must also continue to commit ourselves to recruiting and retaining a quality force capable of meeting these challenges for decades to come.

Seventy-four percent of the Army National Guard's units are impacted by the U.S. Army's conversion to a modular force structure. The Army National Guard contribution to the modular total force includes 34 Brigade Combat Teams, six Fires Brigades, 10 Combat Support Brigades (Maneuver Enhancement), 11 Sustainment Brigades, 12 Aviation Brigades, an Aviation Command and three Sustainment Commands. These units are identical in structure to those in the active component, and, when resourced like their active counterparts, will allow a seamless transition between active and reserve forces in combat with minimal time required for train up.

However, to make the Guard's units truly interchangeable, we must man them like the active Army, with an overhead allotment for trainees, transients, holdees, and students. Otherwise, we are forced to continue the debilitating practice of stripping other units of personnel whenever we mobilize a unit for war. In the same way, our fulltime manning levels are also based on a Cold War construct, and assume that our units will have ample time to make up for a lack of readiness after mobilization. Cold War era manning levels limit the Guard's ability to perform as a modern, operational force.

The National Guard continues to engage with Joint Forces Command and the Army to transform the lengthy and redundant mobilization process for Army Guard units, one of the last vestiges of our Cold War military construct. The no-notice deployment of 50,000 Guard members to the Gulf Coast for Hurricane Katrina, as well as the fact that over half of all current Army Guard members had been previously mobilized, makes the argument for streamlining mobilization more powerful than ever before in our 369 year history.

The Air National Guard will continue to leverage its existing capabilities as it evolves to remain a full partner in the Future Total Air Force plan. The response to Hurricane Katrina reaffirmed the critical need for intra-theater airlift. The unprecedented, timely response would have been impossible without the Air Guard's airlift.



The Base Realignment and Closure process removed the last flying unit from some states. Though the Air National Guard is expanding in such non-flying missions as intelligence, security police, and unmanned aerial vehicles, it is impossible to maintain a healthy, balanced Air National Guard structure in any state without some manned aircraft. The National Guard Bureau is entrusted to allocate Guard units among the states, and working together with the Air Force and Air Force Reserve, I will attempt to maintain manned aircraft in every state, territory, and the District of Columbia.

The Air National Guard is at full strength, with retention and recruiting programs to fill the ranks. The Army National Guard has turned the corner and has begun to increase in strength due to the increases in bonuses and the funding of new recruiters authorized by Congress in 2004. However, we can do more to strengthen recruiting. Historically, Guard units enjoy close camaraderie because they are built around a network of Soldiers and Airmen who actively recruit their friends and family into their units. We acknowledge and encourage this powerful source of strength by promoting both the Guard Recruiting Assistance Program (G-RAP) and the "Every Soldier a Recruiter" (ESAR) initiatives, rewarding Guard members who make the extra effort to bring new enlistees into their units and sponsor them through the initial entry process.

Retention of current Guard members, particularly those in units returning from overseas, is well above pre-September 11th levels. Nevertheless, we must remain aware of the negative impact that our most critical need—lack of equipment—has on our ability to recruit and retain Soldiers. Morale suffers when Soldiers cannot train for their wartime or domestic missions for lack of equipment.

Our priorities this year to maintain a vibrant, capable and agile National Guard are recruiting and retention bonuses and initiatives, equipment reset and modernization and obtaining critical domestic mission resources. Our nation's future security mandates that the Guard continues to transform to meet challenges both at home and abroad.

Critics maintain that more than four years of continuous service at home and abroad have stressed the National Guard to the breaking point. I emphatically disagree. Morale in the National Guard is superb. We fight a fanatical enemy overseas that has already demonstrated his desire to destroy our families and our nation. At home, the gratitude our nation displayed to its Army and Air National Guard in the wake of hurricanes Katrina and Rita has been invigorating. We understand the mission and purpose for which we have been called.

We have been, and we remain, America's minutemen—*Always Ready, Always There!*



Lieutenant General Clyde A. Vaughn

*Vice Chief, National Guard
Bureau and Director,
Army National Guard*



"Serving a Nation at War: At Home and Abroad"

Message from the Director

During fiscal year 2005, the nation saw Army National Guard Soldiers at their best and busiest: fulfilling dual roles as citizens and Soldiers and responding frequently to the "call to duty." Our Soldiers have been noticeably involved in operations both at home and around the world. In Iraq and Afghanistan, they continue to aid in the transition and struggle for a healthy democracy. Along the Gulf Coast after Hurricanes Katrina and Rita, Soldiers performed thousands of rescue and recovery operations. Across the nation, they continue to support communities and citizens in need. In fiscal year 2005, the National Interagency Fire Center responded to over 54,000 wild land fires that threatened over 8 million acres; the National Guard participated in a large proportion of these alerts. Citizen-Soldiers continued to guard key assets and responded to Governors' requests in support of state emergencies.

Use of Army National Guard units in domestic and foreign contingencies continued in record-setting numbers throughout fiscal year 2005 with increased participation in areas of military support to civilian authorities, state active duty, counterdrug operations, and force protection. During Operation Winter Freeze (November 2004 through January 2005), the National Guard and active component Title 10 forces, in support of the U.S. Border Patrol, prevented illegal alien access along a 295-mile stretch of the U.S.-Canadian border. During the mission, the National Guard exposed three terrorist smuggling organizations.

Following the best traditions of the Army National Guard, all 54 states and territories engaged in one or more of the following operations: Operation Iraqi Freedom, Operation Enduring Freedom, Operation Noble Eagle, Operation Winter Freeze, Operation Unified Assistance (Tsunami Relief), Hurricane Recovery Operations for Katrina, Rita and Wilma, Stabilization Force Bosnia, Kosovo Force, Horn of Africa, Multi-National Force Observers, Guantanamo Bay Operations, Force Protection Europe, and numerous other missions. As we enter the fifth year of the Global War on Terrorism, we anticipate a slight downward trend in Overseas Continental United States (OCONUS) operations. We face some critical shortages that must be addressed over the coming year to ensure we continue to accomplish our missions.

This Posture Statement presents an opportunity to detail Army National Guard plans to ensure our nation's defense, meet our strategic and legislative goals and transform to meet tomorrow's challenges. The Chief of the National Guard Bureau established our fiscal year 2006 priorities to Defend the Homeland, Support the Warfight and Transformation for the Future.

The Army National Guard balances its status as an integral element of the United States Army with its duty to serve the Governors and the people of our communities. Citizen-Soldiers represent thousands of communities across America. These Soldiers bring with them real world experience and provide capabilities to address both Homeland Security/Defense and overseas conflicts.

The Army National Guard remains committed to completing the transformation from strategic reserve to operational force capable of both supporting the warfight and serving the Governors. We are able to maintain this commitment because of the continued dedication of our Soldiers, support from our families and the resources provided by Congress.

Homeland Defense: Here and Abroad for over 369 Years

Prepared and Ready

The Army National Guard continued to provide forces for domestic missions throughout fiscal year 2005, particularly in the areas of disaster relief, state active duty, counterdrug operations, and force protection. In a major contribution to the Global War on Terrorism, the Army National Guard provided key asset protection for much of the nation. Readiness concerns such as full-time manning, recruiting, retention, and modernizing our ground and air fleets are the top priorities for the Army Guard in today's geostrategic environment.

As the Global War on Terrorism continues, the Army National Guard will continue to meet the Army's requirements to protect our national interests, prevent future acts of terrorism, and meet Governors' requests to respond to state emergencies. However, some critical shortages still exist in the Guard structure and impose challenges to meet these requirements such as the accurate reporting of readiness.

The Department of Defense has mandated the use of the Defense Readiness Reporting System. This action will impose readiness reporting challenges on the Army National Guard as it transitions to meet this requirement. This reporting system is a web-based readiness program that can provide a real time assessment of a unit's capability to execute its wartime or assigned missions. This allows the Office of the Secretary of Defense, Combatant Commands, and the Services direct access to unit readiness assessments.

Full-Time Support

Fighting the Global War on Terrorism underscores the vital role Full-Time Support personnel hold in preparing Army National Guard units for a multitude of missions both at home and abroad. Full-Time Support is a critical component for achieving soldier and unit-level readiness. Full-time Army

National Guard Soldiers maintain responsibility for organizing, administering, instructing, training, and recruiting new personnel, and mainte-

nance of supplies, equipment, and aircraft. Full-Time Support personnel are key to a successful transition from peacetime to wartime, as well as a critical link to the integration of the Army's components: Active, Guard, and Reserve. To meet the heightened readiness requirements of an operational force, the Chief, National Guard Bureau, in concert with the State Adjutants General, placed increasing Full-Time Support authorizations as the number one priority for the Army National Guard.

The current Full-Time Support ramp received approval before 9/11. Although this ramp up was a step in the right direction it proved only marginally acceptable while the Army National Guard served as a strategic reserve. Following 9/11, the Army National Guard converted to an operational force mobilizing more than 240,000 Soldiers in support of the Global War on Terrorism. At the height of our mobilizations, the Army Guard deployed over 9,000 full-time support personnel. With fiscal resources only capable of backfilling the Active Guard Reserve at a 1:3 ratio and the Military Technicians at a 1:5 ratio, the burden on our Full-Time Soldiers reached an all time high. As a result, the Army National Guard witnessed an increase in the attrition of our full-time force by over 40 percent.

While we made progress in recent years to increase Full-Time Support, obstacles remain in obtaining acceptable full-time levels. Emerging and expanding Army National Guard missions must receive resources above those identified in the Full-Time Support ramp. Increased full-time resources are necessary to achieve acceptable unit readiness. It is critical we increase Full-Time Support in the near term to a minimum of 90 percent of the total validated requirement. This increase will ensure the highest levels of Combat Readiness (C1) and Personnel Readiness (P1) for Army National Guard units in the future.

Protecting the Homeland

National Guard Soldiers assisted civil authorities, established law and order, conducted disaster relief operations, and provided humanitarian assistance and force protection after two major hurricanes struck the Gulf Coast and flooded the city of New Orleans. The National Guard responded by surging more than 50,000 Soldiers and Airmen into the areas devastated by the successive impacts of Hurricanes Katrina and Rita. These Citizen-Soldiers provided much needed relief to the citizens and support to the local authorities. The operation was the largest domestic support mission in the nation's history.



Training for the Future

The Army Guard continued to provide battle focused and mission essential training to units preparing to defend the nation. Units preparing to deploy to Operations Iraqi Freedom and Enduring Freedom and other theaters rotated through the National Training Center, the Joint Readiness Training Center, and the Battle Command Training Center. Army Guard units also participated in major U.S. and overseas Joint Chiefs of Staff sponsored exercises, domestic support operations, conducted overseas deployments for training and operational support, as well as performing numerous small unit training exercises.

The Army National Guard worked with U.S. Army Forces Command and Headquarters, Department of the Army in the development of an Army Force Generation Model. This model provides predictability of forces available and ready for operational deployments. It is also a paradigm shift, as it changes unit resourcing from a tiered approach to a time sequenced approach based on when a unit is expected to deploy. The Army National Guard developed improved training models that increase resources and training events to produce readiness leading up to a unit's expected deployment availability. This new paradigm also makes deployments more predictable for Guard Soldiers, their families and employers.

The training priority for the Army National Guard is preparation of combat-ready Soldiers so that lengthy post-mobilization training can be avoided. As a result of the increased emphasis on ensuring our Soldiers are combat ready, the Army National Guard Duty Military Occupational Specialty Qualification rate for fiscal year 2005 was 92.29 percent (excluding those Soldiers on their Initial Entry Training). This high qualification rate was achieved through the implementation of the phased mobilization process. This allowed Army National Guard Soldiers who lacked the requisite training to complete their individual training while in the early stages of mobilization before they were deployed.

Keeping the Force Strong: Recruiting and Retention

Recruiting and retention goals have proven to be challenging during wartime. The Army Guard increased the numbers of recruiting and retention NCOs from 2,700 in fiscal year 2004 to 4,600 by the end of fiscal year 2005, an increase of 1,900. The Army Guard plans to add an additional 500 in the first quarter of fiscal year 2006 for a total of 5,100 recruiters. Many steps were taken in 2005 to assist in meeting our end strength missions. The Army Guard increased enlistment bonuses to \$10,000, increased the reenlistment bonus to \$15,000, and increased the prior service enlistment bonus to \$15,000. We

also increased retention bonuses from \$5,000 to \$15,000. These steps, as well as an increased recruiting and retention force, had positive effects and will posture the Army Guard for continued success in the future.

The Guard Recruiting Assistance Program has produced remarkable gains in recruiting for the Army National Guard since its inception as a pilot program in late 2005. In its first 60 days, operating in 22 states, the program has trained more than 19,000 Active Recruiting Assistants and is processing more than 6,000 potential soldiers. Over 1,000 new accessions have already been produced, and the program will be expanded to every state by March, 2006. The program is an adaptation of our civilian contract recruiting programs that allows the contractor to train local recruiting assistants—currently primarily traditional Guardsmen—who often serve in the same units and act as sponsors for the new recruits.

The Every Soldier a Recruiter program is a separate brand-new congressionally authorized referral program that will reward soldiers, including soldiers on active duty and military Technicians, who provide quality leads of non prior service recruits who join the active Army, Guard or Army Reserve.

Congressionally directed end strength for fiscal year 2005 was 350,000 Soldiers for the Army National Guard. The actual end of year strength was 333,177 Soldiers (296,623 enlisted and 36,554 officers). Although below the target, we experienced three consecutive months of net gains in end strength to finish the year, the first time in 24 months, and we have thus far exceeded our goals for fiscal year 2006 in each month since the year started. The accession program's goal was 67,000 Soldiers (63,000 enlisted and 4,000 officers) for fiscal year 2005. The programmed attrition rate was 18.0 percent, and the non-prior service/prior service accession ratio was 60:40. At the end of fiscal year 2005, we exceeded our goal for prior service accessions by 104 percent, but fell short in the non-prior service category by 67 percent, thus making the actual fiscal year 2005 accession ratio 55:45 non-prior service/prior service. Command emphasis in the areas of attrition and retention kept the loss rate for fiscal year 2005 at 19.1 percent, slightly above the program goal of 18 percent. Considering the unprecedented Army Guard mobilizations and deployments, this was an admirable achievement.

Retention of those already in the Army National Guard was superb. The first term Soldier reenlistment goal was 8,945 Soldiers, but reenlistments were 9,107 for 101.8 percent of the goal. The Careerist Reenlistment goal was 23,626 Soldiers and the actual reenlistments were 24,697 Soldiers for 104.5 percent of the goal. The overall retention achievement for the Army National Guard in fiscal year 2005 was 103.8 percent.



The No Validated (No-Val) Pay rate for 2005 was only 1.8 percent. A Soldier's name will appear on the non-validated pay report when that Soldier fails to attend training and has not been paid within the last 90 days. The fact that the No-Val rate is at an all-time low demonstrates that Soldiers who stay in the Army National Guard value their membership and want to remain active participants.

Environmental Programs

The Army National Guard Environmental Program manages resources to foster environmental quality and maintain compliance with all applicable federal, state, and local environmental requirements. The fiscal year 2005 Environmental, Operations, and Maintenance Appropriation was adequate to fully fund all critical environmental compliance, conservation, and pollution prevention projects. Fiscal year 2005 environmental restoration funding provided to the Army Guard was adequate to accomplish minimum essential cleanup requirements.

Army National Guard training lands are the cornerstone of trained and ready Soldiers. Evolving transformation actions require that we maximize our maneuver and firing range capabilities over the existing 2 million acres of Army National Guard training lands and mitigate the effects of encroachment from suburban sprawl. Through coordination with surrounding communities and the use of legislative authority, the Army National Guard was able to partner with private, local and state organizations for acquisition of easements to limit incompatible development in the vicinity of its installations

Support the Warfighter Anytime, Anywhere

The Citizen-Soldier: Defending the Nation

From July 2002 through September 2005, overall unit readiness decreased by 41 percent in order to provide personnel and equipment to deploying units. Personnel, training, and on hand equipment decreased between 18 and 36 percent while equipment readiness declined by 10.1 percent during the same period. Despite declines in the areas of personnel and equipment due to increased mobilizations, deployments, and funding, the Army National Guard met all mission requirements and continued to support the Global War on Terrorism. From September 11, 2001 through September 2005, the Army National Guard deployed over 69 percent (325,000)

of its personnel in support of the Global War on Terrorism, homeland defense, and state missions.



Equipping the Force

The Army National Guard established funding priorities based on the Army Chief of Staff's vision for modernizing the total force core competencies. The Army National Guard's focus is to organize and equip current and new modularized units with the most modern equipment available. This modernization ensures our ability to continue support of deployments, homeland security and defense efforts while maintaining our highest war fighting readiness. Although all shortages are important, the Army National Guard is placing special emphasis on "dual use" equipment such as the Family of Medium Tactical Vehicles, channel hopping Single Channel Ground and Airborne Radio System (SINCGARS), Joint Network Node, and Movement Tracking System. Filling these shortages ensures interoperability with the active force and increases the Army National Guard's ability to respond to natural disasters or in a homeland defense role.

This requires the Rapid Fielding Initiative to equip our Soldiers with the latest gear, such as body armor, night vision devices and small arms. Additionally, it requires a steady flow of resources to the Army National Guard to mitigate shortages caused by lack of past resourcing, force structure changes, and the heightened importance of homeland security.

Intelligence Operations

Army National Guard Military Intelligence units and personnel continue to play a vital role in the Global War on Terrorism, and are deployed worldwide to support critical tactical, operational, and strategic intelligence operations. Army Guard personnel are supporting mission critical areas in Human Intelligence, Signal Intelligence, Measurement and Signatures Intelligence, Imagery Intelligence and Open Source Intelligence. Army National Guard linguists are engaged in document exploitation, translation and interpretation within the Department of Defense, such as the National Security Agency, as well as other federal agencies. More importantly, Army National Guard Military Intelligence units are deployed at the tactical level with each Army National Guard combat division and brigade providing critical and timely intelligence on the battlefield.

Information Operations

The Army National Guard continues to provide a number of Full Spectrum Information Operation Teams in support of a broad range of Army missions and contingency operations. Army National Guard Information Operations Field Support Teams provide tactical, operational and strategic planning capabilities at all echelons of the Army. Army Guard Brigade

Combat Teams deploy to all theaters with organic information operations cells that provide support and coordination at all levels of military planning and execution. Army Guard Computer Emergency Response Teams and Vulnerability Assessment Teams provide technical expertise, information assurance assessments and certification compliance inspections of critical Wide Area and Local Area networks for Army installations worldwide.

Innovative Readiness Training

The Innovative Readiness Training program highlights the Citizen-Soldier's role in support of eligible civilian organizations. This program provides real-world, joint training opportunities for Army National Guard Soldiers within the United States. The projects provide ancillary benefits to the local communities in the form of construction projects or medical services to underserved populations.

More than 7,000 Soldiers and Airmen from across the United States and its territories participate annually in Innovative Readiness Training sponsored projects. Army National Guard projects include:

- Operation Alaskan Road, a joint, multi-year fifteen mile road construction project on Annette Island, Alaska
- Expansion and improvement of the Benedum Airport infrastructure in Clarksburg, West Virginia
- Task Force Grizzly, Task Force Diamondback and Task Force Lobo continue to improve existing road networks and build barrier fencing in support of the U.S. Border Patrol in California, Arizona and New Mexico
- The South Carolina Guard's REEFEX project. REEFEX uses decommissioned Army vehicles to create artificial reefs in the Atlantic Ocean off the coast of New England and South Carolina.

Training the Nation's Warfighter

The Army National Guard's unique condition of limited training time, dollars and, in some cases, difficult access to training ranges, demands an increased reliance on low cost, small footprint training technologies. Quick response by the Army National Guard to our nation's missions requires a training strategy that reduces post mobilization training time. New virtual technologies and simulators therefore become critical tools to help the Army National Guard maintain a ready operational force. Some of these training systems are:

- The Virtual Convoy Operations Trainer. This is a simulation aid specifically adapted for current operations in

Iraq and Afghanistan. It is funded with a combination of Congressional add-ons and National Guard Reserve Equipment Appropriation funds. The Army Guard placed 14 trainers under contract and fielded eight in fiscal 2005; the remaining six will be fielded in fiscal year 2006.

- The Advanced Bradley Full Crew Interactive Skills Trainer virtual gunnery system. This is a low cost, deployable training system that appends directly to the Bradley Fighting Vehicle and enhances home station training in advance of a live fire event.
- The Engagement Skills Trainer 2000. This system simulates weapons-training events. These trainers provide initial and sustainment marksmanship training, static unit collective gunnery tactical training and shoot/don't shoot training. Soldiers use this trainer primarily for multipurpose, multi-lane, small arms, crew-served and individual anti-tank training simulation. The trainer simulates day and night, as well as Nuclear, Biological and Chemical marksmanship and tactical environments.
- The Laser Marksmanship Training System simulates weapons training events that lead to live fire qualifications for individual and crew served weapons. This system allows the Soldier to use their own personal weapons to conduct individual and sustainment marksmanship training using Nuclear, Biological and Chemical equipment.
- The eXportable Combat Training Capability. This capability allows us to take the Maneuver Combat Training Center environment to the unit. We are able to tailor this training to meet any operational focus from the conventional warfight to the contemporary operational environment in Iraq and Afghanistan. The eXportable Combat Training Capability, along with traditional Maneuver Combat Training Center rotations, will provide units with "final exam" certification as required by the Army Force Generation model prior to deployments.

Information Technology

The Army National Guard successfully increased the bandwidth and provided a secure data link to the Joint Force Headquarters in each of the 50 states, Commonwealth of Puerto Rico, two U.S. Territories, and the District of Columbia. The Army Guard's modern wide-area network provides improved redundancy and increased network security.



Transformation for the 21st Century: Ready, Reliable, Essential and Accessible

Ground-based Midcourse Defense

Defending against ballistic missile attack is a key component of the National Security Strategy for Homeland Defense. In the initial defensive operations phase, the Army National Guard plays a major role in this mission as the force provider for the Ground-based Midcourse Defense system. We have assigned Active Guard-Reserve manpower to support this new role. The Ballistic Missile Defense program is dynamic—undergoing constant refinement and change.

Soldiers assigned to Ground-based Midcourse Defense perform two missions:

- **Federal Military Mission**—The federal military mission is to plan, train, certify, secure, inspect, coordinate, and execute the defense of the United States against strategic ballistic missile attacks by employing this system; and
- **State Military Mission**—In accordance with Title 32, the state military mission is to provide trained and ready units, assigned personnel, and administrative and logistic support.

Logistics and Equipment

The Army National Guard continues modernization to the digital force with the emerging technologies that will dramatically improve logistical support for these systems, substantially reduce repair times, increase operational readiness rates and eliminate obsolete and unsustainable test equipment. Use of these technologies allows the Army Guard to operate heavy equipment at a higher operational rate while reducing the overall costs for these systems.

The Army National Guard currently has a significant portion of the Army's maintenance infrastructure. This Cold War infrastructure is expensive and redundant. Under the Army's new maintenance strategy, the Army Guard and other Army elements are consolidating maintenance systems. This enhances maintenance and improves efficiency. Army maintenance personnel now effectively diagnose and maintain equipment at two maintenance levels instead of four.

2007 Equipment Modernization Shortfalls in the Army National Guard

- High Mobility Multi-Purpose Wheeled Vehicles
- Single-Channel Ground and Airborne Radios
- Helicopters
- Night Vision Devices
- Medium and Heavy Tactical Trucks

Personnel Transformation

The human dimension of Army National Guard transformation is the crucial link to the realization of future capabilities and to the enhanced effectiveness of current capabilities. Transformation of human resource policies, organizations, and systems will enhance Army National Guard ability to provide force packages and individuals at the right place and time. Future web-based systems will integrate personnel and pay, provide accurate human resource information for commanders, and give Soldiers direct access to their records. Evolving current systems such as Standard Installation Defense Personnel System and the Reserve Component Automation System applications extend current capabilities and enhance readiness, providing support for development of an electronic record brief and automated selection board support.

Aviation Transformation and Modernization

Army National Guard aviation completed 109 percent of the flying hours projected for fiscal year 2005, an average of 9.9 aircrew flying hours per month—the highest level since 1996. During fiscal year 2005, an average of 307 aircrews were deployed each month in support of Operations Noble Eagle, Enduring Freedom, the Balkans (Kosovo Force and Stabilization Force Bosnia), and Operation Iraqi Freedom.

Army National Guard aircrews flew more than 94,000 hours this past year in support of the Global War on Terrorism. This is a 58 percent increase over fiscal year 2004. More than 245,000 hours were flown in support of the Army Guard missions for homeland security, training, counterdrug, and combat operations. Despite the fact that 30 percent of the Army National Guard aviation force structure was deployed, the Army aviation transformation process continued. As aircraft were redistributed to modernize units, aircrew qualification and proficiency training was accelerated to meet emerging deployments.



On the home front, the Army National Guard aviation community continued to support domestic contingencies by flying over 7,485 missions, transporting nearly 62,117 civilians to safe havens, and transporting Army National Guard Soldiers to hurricane-ravaged zones. Support aircraft were flying recovery and relief missions in Louisiana within four hours of Katrina's passage. In addition to moving approximately 7,300 tons of equipment, food, sandbags, and life saving supplies, we rescued almost 16,000 of our citizens during Hurricane Katrina and Rita relief and recovery efforts. At the peak of the relief and recovery efforts, the Army National Guard had 151 aircraft on station supporting Louisiana and Mississippi.

In Texas after Hurricane Rita, the Army National Guard flew 185 missions, transported 117 civilian and military personnel, moved 31 tons of supplies, and conducted 19 rescue or life-saving missions. Aviation assets from 28 states rallied to support Louisiana, Mississippi, and Texas in their relief and recovery efforts after Katrina and Rita. A total of 5,341 flight hours have been flown since August 2005.

The Army National Guard aviation force continues modernizing, but at a pace much slower than originally planned by the Army prior to the onset of combat operations in Afghanistan and Iraq. Associated aircraft losses and the continuing need for more operational aircraft in theater slowed aircraft transfers from the active Army. This is especially true for the critically needed UH-60-Blackhawk helicopter (the bulk of the Army Guard's aviation force). An expanded summation of Army National Guard aviation assets and requirements are listed below:

- **Utility and Air Ambulance Aircraft.** The total Army National Guard requirement of 710 H-60 aircraft (530 UH-60 Blackhawk utility and 180 HH-60 MedEvac) continues to be the most critical shortfall area, with only about 620 H-60 series on hand. This shortage of 90 of our most versatile aircraft for the warfight remains a pressing concern. In addition, the lighter portion of the Army Guard utility fleet remains equipped with Vietnam-era UH-1H/V (Huey utility helicopter) and OH-58A/C (Kiowa observation helicopter) aircraft pending the scheduled procurement and delivery of 204 UH-xx Light Utility Helicopters in the fiscal years 2008-2013 timeframe.
- **Cargo Aircraft.** The situation remains unchanged from previous years, with the Army Guard equipped with 131 of its required 159 CH-47 Chinook heavy cargo helicopters. This shortage is projected to continue until the fiscal year 2014 timeframe.

- **Attack Aircraft.** While the inventory of Army National Guard attack aircraft has almost reached the interim objective of 174, the overall Army shortage of AH-64 Apaches will continue to keep the Army National Guard 48 aircraft below the full requirement of 222. This shortage is apportioned equally among the six attack battalions in the Aviation Expeditionary Brigades within our divisions.
- **Reconnaissance Aircraft.** This is a small portion of the scheduled Army National Guard fleet and we will remain equipped at the 80 percent level (24 of 30 OH-58D) for several more years.
- **Fixed-wing Aircraft.** The Army plan to reshape its fixed-wing force from primarily utility aircraft to primarily cargo aircraft continued to move forward, and source selection for the C-xx Future Cargo Aircraft is for last quarter of fiscal year 2006. The requirement remains for a fleet of 128 C-xx's, of which 88 are slated for the National Guard. The initial buy will provide sufficient C-xx aircraft to support 24 aircraft being fielded to the Army Guard.
- **Unmanned Aircraft Systems.** The SHADOW tactical Unmanned Aircraft System is being fielded to both Active and Army National Guard Brigade Combat Teams on an accelerated basis. The Army National Guard has a requirement for 36 SHADOW systems (one for each of our 34 Brigade Combat Teams and two Training Brigades). Twelve systems are currently funded by a combination of Army procurement and supplemental funding. If this positive trend continues, then all Army National Guard SHADOW requirements may be filled within current program funding.

Training in "One Army"

Training centers support our ability to conduct performance-oriented training under real world conditions. The Army National Guard modernizes and restructures to effectively meet evolving warfighting requirements. We face a number of continuing challenges in sustaining power support platforms and modernizing Army National Guard live fire ranges and range operations for the Pennsylvania Guard's Stryker Brigade Combat Team. The Army National Guard will consolidate range and training land investment documentation under the Sustainable Range Program.

The Army National Guard achieves training excellence by leveraging Distributed Learning. Distributed Learning improves unit and Soldier readiness by increasing access to training resources and



reducing unnecessary time away from the home station. Interactive Multimedia Instruction courseware, satellite programming and distance learning offer needed instruction in such areas as Military Occupational Skill Qualification reclassification for Soldiers and units.

Summary

The Army National Guard engages in a full spectrum of civil-military operations. Our Soldiers represent every state, territory, and sector of society. Today, they represent their nation serving honorably throughout the world. In these critical times, the Army National Guard must maintain readiness. A vital part of the Army's force structure, the Army Guard remains a community based force committed to engage in overseas missions while protecting and serving our cities and towns. The Army National Guard proves itself capable of carrying out its goals of supporting the Warfight, defending the Homeland and transforming into a ready, reliable, essential and accessible force for the 21st century.

The National Guard is foremost a family. This year we remember the spirit and sacrifice of Guard families who lost homes and loved ones during the Gulf Coast hurricane season. For his selfless service responding to Hurricane Katrina, we honor the memory of:

**Sergeant Joshua E. Russell
Detachment 1, Company A,
890th Engineer Battalion**





Lieutenant General Daniel James III

*Vice Chief, National Guard
Bureau and Director,
Air National Guard*



Message from the Director

What an incredible year this has been for the nation and the Air National Guard! The Air Guard continues to serve with distinction at home and abroad. At home, the Hurricane Katrina relief effort brought into sharp focus our role as America's Hometown Air Force. We flew over 3,000 sorties, moved over 30,000 passengers, and hauled over 11,000 tons of desperately needed supplies. Air Guardsmen saved 1,443 lives—heroically pulling stranded Americans off rooftops to safety. Air National Guard medical units treated over 15,000 patients at eight sites along the Gulf Coast, combining expert medical care with compassion for our fellow Americans.

Abroad, the Air Guard brings the will of the American people to the Global War on Terrorism. The Air Guard fulfills 34 percent of the Air Force's missions on 7 percent of the Air Force's budget, a definite bargain in fiscally constrained times. Our contributions over the past four years have been tremendous. Since September 11, 2001, we've mobilized over 36,000 members and have flown over 206,000 sorties accumulating over 620,000 flying hours. One-third of the Air Force aircraft in Operation Iraqi Freedom were from the Air Guard. We flew 100 percent of the Operation Enduring Freedom A-10 missions and 66 percent of the Iraqi Freedom A-10 taskings. We accomplished 45 percent of the F-16 sorties. The A-10s flew more combat missions in the Iraqi war than any other weapon system.

We flew 86 percent of the Operation Iraqi Freedom tanker sorties. We accomplished this primarily through the Northeast Tanker Task Force. In keeping with our militia spirit, that task force was initially manned through volunteerism. A total of 18 units supported it; 15 were from the Air National Guard.

Air National Guard Security Forces were the first security forces on the ground in Iraq. Intelligence personnel have been providing unique capabilities for Central Command and organizational support for the U-2, Predator, and Global Hawk. Medical personnel have been using the new Expeditionary Medical Support system capability, providing critical care to the warfighter. Civil Engineers have built bare bases in the desert and trained Iraqi firefighters while Weather personnel worldwide provided over 50 percent of the Army's weather support. Financial Management personnel have been diligently working to keep benefits moving to our members despite challenging pay, allowance and benefit entitlements and complex administration systems. Air National Guard Command, Control, Communications and Computer personnel have kept vital information flowing on one end of the spectrum and provided Ground Theater Air Control System Personnel on the other. And our tireless chaplains have been providing outstanding spiritual aid out in the field. We have been able to participate at these levels because we provide Expeditionary and Homeland Defense capabilities that are relevant to the nation.

Today as we look toward our future relevancy, having proven ourselves as indispensable and equal Total Force partners, we have to be prepared to transform with the Total Force. We are now in a position to make the deci-



sions that will influence our next evolution ... transforming the Air National Guard.

Some of today's capabilities may not be required in the future. The future Air Force will rely heavily on technological advances in space, command and control, intelligence and reconnaissance systems, information warfare, unmanned aerial vehicles, and the ability to conduct high volume and highly accurate attacks with significantly fewer platforms. For the Air Guard to remain Total Force partners, we have carved out our strategy in those areas and will explore new organizational constructs. Among those constructs are various forms of integrated units where we can combine individual units with other Air Guard units or with another service component. We have to expand our capabilities as joint warfighters and make the necessary changes to integrate seamlessly into the joint warfighting force. To remain relevant we must continue to listen to the messages that are being sent today.

Now is the time for us to lead the way by considering, selecting and implementing new concepts and missions that leverage our unique strengths to improve Total Force capabilities in support of expeditionary roles and homeland defense. This can only be accomplished by involving all Air National Guard stakeholders, working toward a common goal ... enhanced capabilities to assure future relevance for the Air National Guard.

By addressing together the complex issues that face us, we will keep the Air National Guard "Ready, Reliable, Essential and Accessible—Needed Now and in the Future."



Homeland Defense: Here and Abroad for over 90 Years

Air Sovereignty Alert

Since September 11, 2001, thousands of Air National Guardsmen have been mobilized to operate alert sites and alert support sites for Operation Noble Eagle in support of Homeland Defense. Our Air National Guard has partnered with active duty and reserve forces to provide Combat Air Patrol, random patrols, and aircraft intercept protection for large cities and high-valued assets in response to the increased terrorist threat. The Air National Guard has assumed the responsibility of all ground alert sites and some irregular Combat Air Patrols periods. This partnering agreement maximizes our nation's current basing locations and capitalizes on the high experience levels within the Air Guard and its professional history in Air Defense operations.

To continue operations at this indefinite pace has posed some unique funding and manning challenges for both the field and headquarters staffs. As we move into the fiscal year 2006 Program Objective Memoranda exercise, the active Air Force and Air National Guard will continue to work towards a permanent solution for our alert force and seek ways to incorporate these temporary Continuum of Service tours into permanent programs.

Space Operations: Using the Stars to Serve the Community

For the Air Guard, space operations provide a critical communications link to communities throughout the nation in the form of satellite support for everyday uses, television, computers, and wireless phones, but also serve as an important military deterrence from external threats. Colorado's 137th Space Warning Squadron provides mobile survivable and endurable missile warning capability to U.S. Strategic Command. Recently, Air National Guard units in Wyoming and California have come out of conversion to provide operational command and control support to Northern Command and to provide round-the-clock support to the Milstar satellite constellation. Alaska's 213th Space Warning Squadron ensures America's defense against nuclear threat by operating one of our nation's Solid State Phased Array Radar that provides missile warning and space surveillance.

The Air Force has approved space missions for the 119th Command and Control Squadron in Tennessee to support the U.S. Strategic Command, and the 114th Range Flight in Florida is partnered with an active Air Force unit performing

the Launch Range safety mission. There are future plans by the Air Force to transition additional space program missions and assets in Alaska and other states to Air National Guard control.

Support the Warfighter Anytime, Anywhere

The Air National Guard has been contributing to the Global War on Terrorism across the full spectrum of operations. During the peak of Operation Iraqi Freedom, we had over 22,000 members mobilized or on volunteer status to support the Global War on Terrorism worldwide. In Operation Iraqi Freedom we flew 43 percent of the fighter sorties, 86 percent of the tanker sorties, 66 percent of the A-10s close air support sorties and 39 percent of the airlift sorties. At the same time we were flying almost 25 percent of the Operation Enduring Freedom fighter sorties and over 20 percent of the tanker sorties.

However, our capabilities do not reside only in aircraft: 15 percent of our expeditionary combat support was engaged during this same period. This includes 60 percent of security forces, many of whom were mobilized for the longest duration. Additionally, about 25 percent of our intelligence, services and weather personnel were mobilized. Logistics and transportation capabilities are vital to homeland defense as well as our expeditionary mission.

Air National Guard men and women are proud to defend and protect our nation at home and abroad. Often, however, support equipment requirements overseas necessitate that equipment remain in place, causing a shortage of equipment for training at home. We are working with Air Force and Defense Department leaders to develop a solution.

Medical Service Transformation—Expeditionary Combat Support, Homeland Defense, and Wing Support

The Air National Guard's Surgeon General led the Air National Guard Medical Service through its most revolutionary transformation in history by reconfiguring its medical capabilities into Expeditionary Medical Support systems. These systems provide highly mobile, integrated and multi-functional medical response capabilities. They are the lightest, leanest and most rapidly deployable medical platforms available to the Air National Guard today. This system is capable of simultaneously providing Expeditionary Combat Support to the warfighter for Air and Space Expeditionary

Force missions, Homeland Defense emergency response capabilities to the states and support to the Air National Guard Wings.

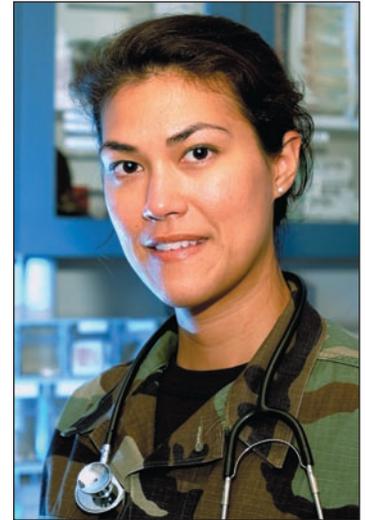
The Expeditionary Medical Support capability allowed ten percent of Air National Guard medical unit personnel to deploy for Operation Iraqi Freedom, compared to only three percent in the early 1990s for deployments for Operations Desert Shield and Desert Storm. The U.S. Central Command has validated that the Expeditionary Medical Support system is a perfect fit for the Chief of Staff, U.S. Air Force Global Strike Task Force and Concept of Operations.

The Expeditionary Medical Support system also plays a critical role in Homeland Defense. The Air National Guard Medical Service plays a vital role in the development and implementation of the National Guard's Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced Response Force Package. This package will provide support to state and local emergency responders and improve Weapons of Mass Destruction response capabilities in support of the Civil Support Teams. The Air National Guard has contributed to the 12 trained CERFP teams and will build towards 76 Expeditionary Medical Support teams by 2011.

The Guard's short-term objective is to obtain 20 Small Portable Expeditionary Aerospace Rapid Response equipment sets, two for each Federal Emergency Management Agency region. This would allow for additional reachback capability for the Civil Support Teams and the states. This has been a prelude to the next step in the Air National Guard Medical Service Transformation.

At Readiness Frontiers, over 100 medical planners received Federal Emergency Management Agency training to enhance Air National Guard Medical Service responsiveness to homeland disasters. This is the first time the medical service has taken on an endeavor of this magnitude and allows for future training opportunities in building routine relationships with military, federal and civilian response personnel.

The Air National Guard medical service's new force structure provided by the Expeditionary Medical Support system delivers standardized



and much-improved force health protection, public health, agent detection, and health surveillance capabilities to better support all Air Guard Wings. This will enhance the protection of the wings' resources and improve the medical readiness of its personnel.

Eyes and Ears in the Sky—Air National Guard Intelligence, Surveillance, and Reconnaissance Systems and Support

The Air National Guard's Intelligence, Surveillance, and Reconnaissance personnel and systems play an increasingly important role in the defense of our nation. Air Guard men and women are essential to support Global Hawk, Predator, and U-2 collection missions.

Due to a significant increase in Air Force mission requirements, the Air Guard continues to expand its intelligence collection and production capability. The Air Guard has also expanded its imagery intelligence capability through the use of Eagle Vision, which is a deployable commercial imagery downlink and exploitation system. This system provides valuable support to aircrew mission planning and targeting, as well as imagery support to natural disasters and terrorism.

Other developing Air Force capabilities entrusted to the Air National Guard include the F-16 Theater Airborne Reconnaissance System and the C-130 SCATHE VIEW tactical imagery collection system. The Theater Airborne Reconnaissance System will be improved to provide near-real-time support to warfighter "kill-chain" operations in day-night, all weather conditions. SCATHE VIEW provides a near-real-time imaging capability to support humanitarian relief and non-combatant evacuation operations. To support signal intelligence collection requirements, the Air Guard continues to aggressively upgrade the SENIOR SCOUT platform. SENIOR SCOUT remains the primary collection asset to support the nation's war on drugs and the Global War on Terrorism in the southern hemisphere.

Comprehensive and Realistic Combat Training—An Asymmetric Advantage

The National Guard Bureau has a fundamental responsibility to ensure that the men and women of the Air Guard are properly trained to meet the challenges they will face to protect and defend this country. This can be done through the effective development and management of special use airspace and ranges. To support this training requirement, the Air Guard is responsible for 14 air-to-ground bombing ranges, four Combat

Readiness Training Centers, and the Air Guard Special Use Airspace infrastructure.

To ensure that our units remain ready and relevant, they must have access to adequate training airspace and ranges that meet the demands of evolving operational requirements. The National and Regional Airspace and Range Councils, co-chaired by both the Air Guard and the Air Force, continue to identify and resolve airspace and range issues that affect combat capability and are engaged with the Federal Aviation Administration in the redesign of the National Airspace System.

The four Combat Readiness Training Centers provide an integrated, year-round, realistic training environment (airspace, ranges, systems, facilities, and equipment), which enables military units to enhance their combat capability at a deployed, combat-oriented operating base and provide training opportunities that cannot be effectively accomplished at the home station. As such, these centers are ideal assets for the Joint National Training Capability. The centers offer an effective mix of live, virtual and constructive simulation training. The Air National Guard continues to pursue National Training Capability certification for these centers and ranges.

It is imperative to the warfighter that the Air Guard maintains its training superiority. As the warfighting transformation and joint operational requirements evolve, it is essential that the airspace and range infrastructure be available to support that training. There are challenges. The Air National Guard has a shortfall in electronic warfare training. To keep our Citizen-Airmen trained to the razor's edge, we must have the Joint Threat Emitter to simulate the various surface to air missile and anti-aircraft artillery threats that any future conflict might present.

Transformation for the 21st Century: Relevant Now ... and in the Future

Supporting a "Capabilities Based" Military Force

The Air National Guard is a solid partner with the Air Force, the Air Force Reserve, and the Department of Defense. The Defense Department's priority is Transformation ... and therefore it is the priority of the active services and the reserve components.



The Air Force is pursuing innovative organizational constructs and personnel policies to meld the various components into a single, unified force. Ongoing shifts in global conflict and U.S. strategy suggest an increasing attention to activities such as homeland defense, nation-building, and others that may require different mixes of capability that are not necessarily resident at sufficient levels in the active component. This “Future Total Force” integration will create efficiencies, cut costs, ensure stability, retain invaluable human capital, and, above all, increase our combat capabilities.

One example of this transformational initiative is the proposed movement of Air National Guard manpower to Langley AFB, an active duty base, from Richmond, an Air National Guard base, with the intent of leveraging the high experience of Guard personnel to improve the combat capability for the active force.

Another transformation effort is to “integrate,” where sensible, units from two or more components into a single wing with a single commander. Active, Guard, and Reserve personnel share the same facilities and equipment, and together, execute the same mission. This is a level of integration unmatched in any of the Services.

Emerging Missions

The Air National Guard is working to embed new and innovative capabilities into the force. These include: Predator unit equipped and associate, Global Hawk, Deployable Ground Stations/Distributed Common Ground System, F-15 Aggressor, C-130 Flying Training, Cryptological and Linguist Training, Expeditionary Combat Support, as well as support to Joint Forces with Battlefield Airmen, Air Operations Centers, Warfighting Headquarters, Space Control and Operations.

On November 25, 2004, the Secretary of the Air Force and Chief of Staff of the Air Force outlined a Total Force vision for Air Guard Intelligence, Surveillance and Reconnaissance by calling for the standup of two MQ-1 Predator flying units in Texas and Arizona by June 2006 to help fill worldwide Reconnaissance, Surveillance, and Target Acquisition requirements. Air Guard Predator operations will first fill worldwide theater requirements, but will also likely evolve into providing direct defense for the Homeland in conjunction with the Department of Homeland Security and U.S. Northern Command.

Adoption of emerging missions by Air National Guard units promotes all three National Guard priorities for the future. The addition of new weapons systems to the Air Guard provides essential capabilities that enable homeland defense and homeland security missions. New systems including

RQ/MQ-1 Predator, and RQ-4 Global Hawk, provide intelligence, surveillance, and reconnaissance capabilities to Air National Guard forces. Other capabilities, such as air operations center support, will provide ready experience in planning, command and control, and mission leadership that will be invaluable in federal/state mission capable units.

Modernizing for the Future

The Air National Guard modernization program is a capabilities-based effort to keep the forces in the field relevant, reliable and ready for any missions tasked by the state or federal authorities. As a framework for prioritization, the modernization program is segmented into three time frames: short-term, the current and next year’s Defense budget; medium-term, out to fiscal year 2015; and long-term, out to fiscal year 2025 and beyond.

The Air National Guard remains an equal partner with the Air and Space Expeditionary Forces that are tasked to meet the future challenges and missions. Budget constraints require the Air Guard to maximize combat capability for every dollar spent. The Air National Guard includes all aircraft, ground command and control systems, and training and simulation systems in this modernization effort. The requirements necessary to focus this effort must be grounded in clearly defined combat capabilities and missions.

The following summarizes the Air National Guard’s force posture by weapons system:

The E-8C Joint Surveillance Target Attack Radar System remains a highly coveted asset by all combatant commanders. It provides wide theater surveillance of ground moving targets operated by the first-ever blended wing of Air National Guard, Air Force and Army, the 116th Air Control Wing, at Robins AFB, Ga. Keeping the system modernized while maintaining the current high Operations Tempo in combat theaters will be a continuing challenge in the future. The most urgent modernization needs for the Joint Surveillance Target Attack Radar System include re-engining, radar upgrades, installation of the Traffic Alert Collision Avoidance System, and integration of a self-protection suite.

The A-10 remains the only Air Force fighter/attack aircraft operating out of Afghanistan today. Six Air Guard squadrons account for 38 percent of combat-coded A-10s in the Combat Air Force. The A-10 is undergoing modification to modernize the cockpit, provide a data link, improve targeting pod integration, and add Joint Direct Attack Munitions capability. Future improvements to the A-10 include a SATCOM radio, an updated Lightweight Airborne Recovery System for combat search and rescue missions, and improved threat



detection. Recent conflicts highlighted a thrust performance deficiency making upgrading the TF-34-100A engine a priority.

Air National Guard F-16s continued to provide crucial combat capabilities during 2005 in Operation Iraqi Freedom, Operation Enduring Freedom and Operation Noble Eagle. The Block 25/30/32 F-16 continued its modernization program by fielding the Commercial Central Interface Unit, Color Multi-Function Displays and AIM-9X while pursuing future integration of the Radar Modernized Programmable Signal Processor, Advanced Identification Friend or Foe, Joint Helmet Mounted Cueing System and the smart triple ejector rack. The Block 52 F-16s are nearly finished with their Common Configuration Implementation Program that brought these systems and LINK16 capabilities to their fleet. Air Guard Block 42 F-16s will begin their common configuration upgrades later this year.

The F-15 modernization includes the continued installation of the BOL Infrared countermeasures improvements system, continued delivery of upgraded engine kits and installation of the Multifunctional Information Distribution System Fighter Data Link. The next upgrades include the retrofit of a permanent night vision cockpit lighting system, continued integration and purchase of the Joint Helmet Mounted Cueing System, and the delivery of the replacement Identify Friend or Foe system.

The HC-130 is completing installation of the Forward Looking Infrared system, an essential capability during combat rescue operations. The HC-130 starts integration and installation of the Large Aircraft Infrared Counter Measure system, increasing survivability in face of the ever-increasing threat from hand-held missiles.

The HH-60 program started installation of the new M3M .50 caliber door gun, replaced personal equipment for the pararescue jumpers with state-of-the-art weapons and technologies. The initiation of the HH-60 replacement program will begin to slow any further modernization.

C-130 enhancements included the multi-command Avionics Modernization Program which upgraded nearly 500 aircraft to a modern, more sustainable cockpit. Additionally, the Air National Guard continued acquisition of the AN/APN-241 Low Power Color Radar, continued installation of the Night Vision Imaging System, and the Air National Guard-driven development of Scathe View to include various technological spin-offs having application in a myriad of civilian and military efforts. Other Air Guard programs include the AN/AAQ-24 (V) Directional Infrared Countermeasures System, propeller upgrades like the Electronic Propeller Control System

and NP2000 eight-bladed propeller, and a second generation, upgraded Modular Airborne Fire Fighting System. Additionally, the Air National Guard partnered with the Air Force for the first multiyear buy of the new C-130J aircraft to replace the aging C-130E fleet.

The KC-135 weapons system completed the installation of the cockpit upgrade and continued the engine upgrades to the R-model. The KC-135 continued to be the air bridge for the multiple combat deployments across the globe. Keeping the aging fleet modernized will continue to challenge the Air National Guard as the refueling operations evolve to meet the next mission.

The Air National Guard Modernization Program is key in continuing to field a relevant combat capability, ensuring dominance of American air power for the next 15 to 20 years. We must sustain an open and honest dialogue from the warfighter through Congress, in order to maximize the investment of precious and limited resources.

Force Development

Our personnel are our greatest asset and force multiplier. To capitalize on their talents, the Air National Guard has implemented a new force development structure to get the right people in the right job, at the right time, with the right skills, knowledge and experience. We are taking a deliberate approach to develop officers, enlisted, and civilians by combining focused assignments with education and training opportunities to prepare our people to meet the Air National Guard needs. Through targeted education, training, and mission-related experience, we will develop professional Airmen into joint force warriors with the skills needed across all levels of conflict. This is at the “heart” of our Officer and Enlisted Force Development plans. These plans are a critical communication tool to capture the member’s “career” development ideas, desired career path choices, assignment, and developmental education preferences. The bottom-line of our Force Development efforts is to provide an effects- and competency-based development process by connecting the depth of expertise in the individual’s primary career field with the appropriate education, training, and experience. The desired effect is to produce more capable and diversified leaders.

Recruiting quality applicants and taking care of our people will be key in maintaining the end strength numbers needed to accomplish our HLD missions, our successful transformation, and our support to the war fighter. Air National Guard retention remains at an all-time high. However, recruiting is a challenge, as the parents, teachers, and counselors now play a larger role in their child’s decision to join the military. Therefore, the Air National Guard expanded funding of





thirty eight storefront recruiting offices. These offices offer a less imposing sales environment than the traditional flying wing location.

As part of the Total Force, the Air National Guard realizes it is essential that we transform into an effects-based, efficient provider of human combat capability for our warfighters, partners, and our Nation. Our Vision and Strategic Plan sets the transformational flight-path for the personnel community in support of the Air Expeditionary Force, security for the homeland, our states' missions, and roles in the community. Furthermore, we will advance our continued commitment to a diverse Air National Guard, not just in gender and ethnicity, but in thought, creativity, education, culture, and problem-solving capabilities.

Information Networking for the Total Force

The Air National Guard Enterprise Network is critical to the successful transmission of information within a unit, between units, and among the various states. We are making progress

towards modernizing our nationwide information technology network that serves a vital role in homeland security and national defense. A healthy and robust network for reliable, available and secure information technology is essential to federal and state authorities in their ability to exercise command and control of information resources that potentially could impact their various constituencies.

Greater emphasis must be placed on maturing the Air National Guard Enterprise Network. The rapidly changing hardware and software requirements of our warfighting and combat support functions come with a significant cost to upgrade and maintain a fully capable Information Technology network. The Air Guard network has typically been supported at the same level it was during the 1990s. Without a significant infusion of resources to acquire new technology, our ability to accomplish other missions will suffer. Modernization of the Air National Guard Enterprise Network will enhance interoperability with other federal and state agencies.



Summary

The Air National Guard will continue to defend the nation in the War on Terrorism while transforming for the future. We will do this across the full spectrum of operations in both the Expeditionary and Homeland Defense missions. The Air National Guard will also continue to draw upon our militia culture and linkage to the community as we execute our

multiple missions and roles. The men and women of the Air Guard are currently serving proudly in the far corners of the globe—and here at home—and will continue to do so with distinction.

Today's guardsmen and women are your doctors, lawyers, police officers, cooks, teachers, and factory workers, white and blue-collar workers. They are your civilians in peace; Airmen in war—we guard America's skies.





Major General Terry L. Scherling

*Director of the Joint Staff
National Guard Bureau*



Joint Staff Overview

During 2005, the National Guard's pursuit of mission objectives once again proved to be a remarkable accomplishment. Support for Homeland Defense, the Warfighter, and Transformation guided our ambitious initiatives to serve our nation and our communities over the entire spectrum of domestic and overseas operations.

Although the National Guard continued to be essential to our nation's success in Operations Enduring Freedom and Iraqi Freedom, Guard support to the warfighter is not limited to our role on the battlefield. We demonstrate our ability to support the warfighter anytime, anywhere, through dynamic evolutions to our State Partnership Program, Family Programs, and Employer Support of the Guard and Reserve Program. Our State Partnership Program supports homeland security by helping to develop dependable collaborative partners for the United States. Since our last posture statement, we accomplished 425 events between partner states and foreign nations, and added two new partnerships: Rhode Island with the Bahamas and Ohio with Serbia and Montenegro. We expect to add another six partnerships in fiscal year 2007. Not since World War II have so many Guard members been deployed to so many places for such extended periods. Our Family and Employer Support programs continue to serve as a foundation to provide relevant and consistent support to our Soldiers, Airmen, families, employers, and communities during all phases of the deployment process.

Our progress in homeland defense may be even more remarkable. More than 2,500 National Guard members provided consistent and reliable counterdrug support to the nation's law enforcement agencies. Initiatives are underway to leverage our 16 years of counterdrug experience and apply it to overseas drug trafficking problems in the Middle East. In addition to noted successes in our counterdrug program, we have continued to enhance all of our homeland defense capabilities. The Department of Defense acknowledged our Mission Assurance Assessment as essential to protect the nation's critical infrastructure. Our Weapons of Mass Destruction Civil Support Teams, recognized for their specialized expertise and rapid response times, have been expanded to 55 full-time teams across the nation. We are now focusing on our 12 Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced Response Force Packages as critical assets to the national response for the Global War on Terrorism.

These and other National Guard capabilities were brought to bear frequently in 2005 in support of civil authorities by responding to national events, floods, wildfires, hurricanes and more. During the record 2005-hurricane season, the National Guard deployed over 50,000 members in response to Hurricane Katrina alone, saving over 17,000 lives, providing millions of meals and liters of water, and ensuring safety and security to numerous communities. Some regarded our response as one of our "finest hours."

Yet, we have never rested on our laurels. We continue to transform. The Joint Combined State Strategic Plan is aiding our ability to plan for domestic operations, helping the National Guard, state governors, and U.S. Combatant Commanders assess force capabilities for HLS and HLD. The Department

of Defense National Security Personnel System will apply to the 50,000-member National Guard Military Technician workforce, transforming the way our civilian personnel system works. We implemented the Joint Continental United States Communication Support Environment to address requirements for collaborative information sharing and other Command, Control, Communications, and Computer capabilities that can support HLS and HLD stakeholders. Our Joint Training Centers continue to evolve through continuous and in-depth analysis of lessons learned and homeland security training requirements.

This past year the National Guard provided a remarkable demonstration of how effectively we can and do execute our state and federal missions simultaneously. The National Guard is always ready, always there.

Homeland Defense: Here and Abroad

"In times of crisis, our nation depends on the courage and determination of the Guard."

— President Bush, Aug 2005

National Guard Reaction Force

The National Guard has over 369 years of experience in responding to both the federal government's warfighting requirements, and the needs of the states to protect critical infrastructure and ensure the safety of our local communities. To improve the capability of the states to rapidly respond to threats against the critical infrastructure within our borders, the Chief of the National Guard Bureau has asked the Adjutants General of the states, territories and Commanding General, District of Columbia to identify and develop a Rapid Reaction Force capability. The goal is a trained and ready National Guard force available to the governor on short notice, capable of responding in support of local and state governments and, when required, the Department of Defense. The National Guard Bureau is working with both Northern and Pacific commands to ensure that National Guard capabilities are understood and incorporated into their response plans.



Critical Infrastructure Program—Mission Assurance Assessment (MAA)

During the past year, the National Guard provided support to the country by responding to severe weather, wild fires, several National Special Security Events and Hurricanes Katrina and Rita. The year's events also guided the National Guard's preparations to implement MAA. This is a National Guard Homeland Defense prototype program in which teams of National Guard Soldiers or Airmen are trained to conduct vulnerability assessments of Department of Defense critical infrastructure in order to prevent or deter attacks and plan emergency response in case of a terrorist attack or natural disaster. The program is designed to educate civilian agencies in basic force protection and emergency response; develop relationships between first responders, owners of critical infrastructure, and National Guard planners in the states; and to deploy traditional National Guard forces in a timely fashion to protect the nation's critical infrastructure. In developing this concept, National Guard Bureau has worked with the office of the Assistant Secretary of Defense for Homeland Defense and the Joint Staff to establish policies and standards. During 2005, the National Guard trained six Critical Infrastructure Program - Mission Assurance Assessment Detachments to conduct vulnerability assessments. The National Guard plans to train four additional detachments in 2006 to cover the four remaining Federal Emergency Management Agency Regions. The MAA teams' pre-crisis preparatory work facilitates the National Guard in continuing its time-honored tradition of preventing attacks, protecting and responding when necessary in defense of America at a moment's notice.

Support to Civil Authorities

In 2005, the National Guard provided unprecedented support to federal, state, and local authorities, providing assistance during natural and manmade disasters, and supporting HLS and HLD operations. National Guard forces performed HLS missions protecting airports, nuclear power plants, domestic water supplies, bridges, tunnels, military assets and more. By the end of the year, the Guard expended over one million man-days of support in assistance to civilian authorities at the local, state and federal level.

Hurricanes Katrina and Rita and, to a lesser degree, Wilma, affected states across the South. The National Guard provided assistance in the form of humanitarian relief operations that included construction, security, communications, aviation, medical, transportation, law enforcement support, lodging, search and rescue, debris removal, and relief supply distribution. Liaison officers sent to the affected areas assisted

with coordination of air and ground transportation ensuring expeditious delivery of desperately needed equipment and supplies. Working closely with the governors of the affected states and the Federal Emergency Management Agency, the Guard proved instrumental in providing support to the beleaguered citizens and in reestablishing security of the affected areas.

Weapons of Mass Destruction Civil Support Teams

Eleven additional National Guard Weapons of Mass Destruction Civil Support Teams (CST) were authorized in 2005, enhancing our ability to respond to chemical, biological, radiological, nuclear, and high-yield explosive events. There are now 55 authorized teams. Since September 11, 2001 the 34 existing certified teams have been fully engaged in planning, training, and operations in support of local and state emergency responders. The remaining 21 teams are progressing rapidly toward certification. These are highly trained and skilled, full-time teams, established to provide specialized expertise and technical assistance to an incident commander.

Their role in support of the incident commander is to “assess, assist, advise, and facilitate follow-on forces.” State governors, through their respective Adjutant General, have operational command and control of the teams. The National Guard Bureau provides logistical support, standardized operational procedures, and operational coordination to facilitate the employment of the teams and ensure back-up capability to states currently without a certified team.

2005 was a busy operational year for our teams. They assisted emergency responders throughout the country. 18 CSTs provided personnel and equipment that were vital to the National Guard response to Hurricanes Katrina and Rita. These teams conducted assessments of contamination levels remaining after the floodwaters receded. They provided critical communications and consequence management support to local, state, and federal agencies. Most importantly, they provided advice and assistance to the local incident commanders that dramatically impacted the recovery effort.

Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced Response Force Package

To enhance the chemical, biological, radiological, nuclear, and high-yield explosive response capability of the National Guard, 12 States were selected to establish a task force comprised of existing Army and Air National Guard units,

with Congress authorizing an additional five in the fiscal year 2006 Defense Appropriation. The task force is designed to provide a regional capability to locate and extract victims from a contaminated environment, perform medical triage and treatment, and conduct personnel decontamination in response to a weapon of mass destruction event. The units that form these task forces are provided additional equipment and specialized training, which allow the Soldiers and Airmen to operate in a weapon of mass destruction environment. Known as a chemical, biological, radiological, nuclear, and high-yield explosive Enhanced Response Force Package (CERFP), each task force operates within the Incident Command System and provides support when requested through the Emergency Management System. Each task force works in coordination with U. S. Northern Command, U. S. Pacific Command and other military forces and commands as part of the overall national response of local, state, and federal assets. Each CERFP has a regional responsibility as well as the capability to respond to major chemical, biological, radiological, nuclear, and high-yield explosive incidents anywhere within the United States or worldwide as directed by national command authorities. This capability augments the CST and provides a task force-oriented structure that will respond to an incident on short notice. While the exact numbers are not known, it is estimated that the Texas National Guard CERFP medical element treated over 14,000 patients from Hurricanes Katrina and Rita through late September.

During 2005, 11 of the 12 teams completed National Fire Protection Association certified specialized training in confined space/collapsed structure operations. The twelfth is projected to complete search and extraction training during 2006.

National Special Security Events

The Department of Homeland Security designates certain high-visibility events that require an increased security presence as National Security Special Events. In 2004 and 2005, the G8 Summit, the Democratic National Convention, the Republican National Convention, President Ronald Reagan’s funeral, and the Presidential Inauguration received such designation.

The National Guard Bureau Joint Intelligence Division, in coordination with the Joint Force Headquarters—State intelligence offices, provided support to each event. Support missions included traffic control-point operations, a civil disturbance reaction force, aviation and medical evacuation support, a chemical support team, and support to the District of Columbia Metropolitan Police Department and the U.S. Secret Service for crowd screening. Army and Air National Guard



personnel from several surrounding States were employed for these missions.

Intelligence for Homeland Security

The National Guard Bureau has honed partnerships with U. S. Northern Command, Department of Homeland Security, Joint Force Headquarters -State, and national agencies to enhance information sharing. We are aggressively engaged in seeking creative ways for the National Guard's joint structure's capabilities to support U. S. Northern Command's requirements for situational awareness of homeland security activities within the 54 states, territories, and District of Columbia. As part of the homeland security effort, the National Guard Bureau is exploring working relationships with federal agencies such as the Defense Intelligence Agency, National Reconnaissance Office, National Security Agency, Federal Bureau of Investigation, and National Geospatial Intelligence Agency.

Support the Warfighter Anytime, Anywhere

State Partnership Program

The State Partnership Program is the National Guard's preeminent activity supporting Regional Combatant Commanders' Theater Security Cooperation. This program demonstrates the distinct role and capability a citizen-militia can provide a country's civilian leadership to transform their military and society. The program partners U.S. states with foreign nations to promote and enhance bilateral relations. It supports Homeland Defense by nurturing dependable collaborative partners for coalition operations in support of Secretary Rumsfeld's Concepts of Global Engagement and the Global War on Terrorism.

The program reflects an evolving international affairs mission for the National Guard. It promotes regional stability and civil-military relationships in support of U.S. policy objectives. State partners actively participate in many and varied engagement activities including bilateral familiarization and training events, exercises, fellowship-style internships and civic leader visits. All activities are coordinated through the theater Combatant Commanders and the U.S. ambassadors' country teams, and other agencies as appropriate, to ensure that

National Guard support meets both U.S. and country objectives. Since our last Posture Statement, there have been over 425 events involving U.S. states and their foreign partners.



Since the last Posture Statement, two new partnerships were formed—Rhode Island/Bahamas and Ohio/Serbia and Montenegro. Nigeria has formally requested a partnership. Identification of a partner state is in progress. Several countries have initiated the formal process of requesting a partnership.

This program is challenged to adapt to rapidly changing international conditions and events. Mature partnerships demand careful consideration of the appropriate partnership role and mission. The program's expansion in emerging geographic regions will require insightful selection of partner states, roles and missions and the appropriate path to promote political, military and social stability in partner countries while making the best use of National Guard resources. Expansion and integration in the Horn of Africa and the Pacific Rim are areas of challenge for our program. An ongoing challenge is to ensure states receive optimal support and the partner countries reap the greatest benefit.

NGB is working to establish and formalize Foreign Affairs and Bilateral Affairs Officer positions and training with the services and the combatant commanders, Ambassadors and partner countries. These are vital initiatives to support expansion of the roles and missions of the program.

In fiscal year 2007 and beyond, working with the geographic combatant commanders, we expect to take the program to the next level of security cooperation. We look for increased interaction at the action officer/troop level. The partner countries are looking for more hands on engagement events, unit exchanges, and exercises as well as working with their partner states during actual operations. A prime example is the liaison support given by Alaska to their partner state, Mongolia, when they deployed troops to Iraq. The National Guard seeks to satisfy this desire for deeper relationships while increasing the number of partnerships. In 2007, we can potentially add six partnerships.

National Guard Family Program

The National Guard Bureau Family Program is a Joint Force initiative that serves as the foundation for support to Army and Air National Guard family members. As the Guard faces an unprecedented increase in military activity and extended deployments, the highest priority of the National Guard Family Program is to provide families with the assistance to cope with mobilization, deployment, reunion, and reintegration.

Not since World War II have so many Guard members been deployed to so many places for such extended periods. The role and support of the family is critical to success with these missions. The National Guard Family Program developed an

extensive infrastructure to support and assist families during all phases of the deployment process. There are more than 400 National Guard Family Assistance Centers located throughout the 54 states, territories and the District of Columbia. These centers provide information, referral, and assistance with anything that families need during a deployment. Most importantly, these centers and these services are also available to any military family member from any branch or component of the Armed Forces.

The State Family Program Directors and Air Guard Wing Family Program coordinators are the program's primary resources for providing on-the-ground family readiness support to commanders, Soldiers, Airmen, and their families. The National Guard Bureau Family Program office provides support to program directors and coordinators through information-sharing, training, volunteer management, workshops, newsletters, family events, and youth development programs, among other services. To enhance this support, the National Guard Family Program, through the Outreach and Partnership program, is leveraging federal, state, and local government agency resources and forming strategic partnerships with veteran, volunteer, and private organizations.

The greatest challenge lies in awareness and communication. The feedback we receive indicates that many family members are unaware of the many resources available to them during a period of active duty or deployment. Our primary goals are to increase the level of awareness and participation with existing family resources, and to improve overall mission readiness and retention by giving our warfighters the peace of mind of knowing that their families are well cared for.

Veterans' Affairs

Sustained mobilization of the National Guard since 9/11 has resulted in a larger number of Guard members eligible for entitlements available through the Department of Veterans Affairs. Last year, the Chief of the National Guard Bureau, the Department of Veterans Affairs Under Secretary for Health and Under Secretary for Benefits signed a memorandum of agreement to establish a Veterans Affairs program to improve the delivery of benefits to returning Soldiers and ensure a seamless transition to veteran status. The agreement resulted in the appointment of a permanent liaison at the National Guard Bureau and at the Department of Veterans Affairs, and assignment of a state benefits advisor in each of the 54 Joint Force Headquarters-State. The benefits advisors coordinate the entitlement needs of members at the state level with the Department of Veterans Affairs, other veterans' service organizations and community representatives. This new program builds upon the strength and success of the National

Guard Family Program and capitalizes on the services already provided by the Department of Defense.

Employer Support of the Guard and Reserve

The National Guard and Reserve continue to be full partners in a fully integrated Total Force. This means our National Guard and Reserve service members will spend more time away from the workplace defending and preserving our nation. Employers have become inextricably linked to a strong national defense as they share this precious manpower resource. The basic mission of the Employer Support of the Guard and Reserve (ESGR) program is to gain and maintain support from all public and private employers for the men and women of the National Guard and Reserve.

A nationwide network of local employer support volunteers is organized into ESGR committees within each state, the District of Columbia, Guam, Puerto Rico and the Virgin Islands. In this way, employer support programs are available to all employers, large and small, in cities and towns throughout our country. Today, nearly 3000 volunteers serve on local ESGR committees. With resources and support provided by the national office and the National Guard Bureau, the 54 ESGR committees conduct Employer Support and Outreach programs, including information opportunities for employers, ombudsman services, and recognition of employers whose human resource policies support and encourage participation in the National Guard and Reserve. In view of the importance of employer support to the retention of quality men and women in the National Guard and Reserve, and in recognition of the critical contributions from local committees, the National Guard Bureau provides full time assistance and liaison support to the Joint Forces Headquarters—State and the 54 ESGR committees.

The National Guard Bureau remains committed to the development of strategic partnerships with government agencies, veterans service organizations and public sector employers to ensure employment opportunities for our redeploying service members with an emphasis on our disabled veterans. One of the most important tasks our country faces is ensuring that our men and women in uniform are fully integrated into the civilian workforce when they return from service to our country.

Youth ChalleNGe Program

The award-winning National Guard Youth ChalleNGe Program is a community-based program that leads trains and mentors at-risk youth at 30 program sites throughout the country to become



productive citizens in America's future. As the second largest mentoring program in the nation, the ChalleNGe program is coeducational and consists of a five-month "quasi-military" residential phase and a one-year post-residential mentoring phase. A cadet must be a volunteer, between 16 and 18 years of age, drug free, not in trouble with the law, unemployed or a high school dropout.

The program has served as a national model since 1993 and the 25 states and the Commonwealth of Puerto Rico that offer the program graduated more than 55,800 young men and women. Participants graduate from the program equipped with the values, skills, education, and self-discipline necessary to succeed as adults in society. Significantly, although many ChalleNGe candidates are from at-risk populations, over 70 percent of ChalleNGe graduates have attained either a General Equivalency Diploma or a high school diploma. Furthermore, approximately 20 percent of all graduates choose to enter military service upon graduation.

The National Guard Counterdrug Program

For over 16 years, the National Guard Counterdrug program has assisted more than 5,000 law enforcement agencies in protecting the American homeland from significant national security threats. The Guard's operations assist these agencies in obstructing the importation, manufacture, and distribution of illegal drugs; and by supporting community based drug demand reduction programs. The program also supports the U.S. Northern and Southern Command combatant commanders. Given the growing link between drugs and terrorism, the National Guard's program continues to complement America's homeland security efforts. Although primarily a domestic program, initiatives are underway to leverage the National Guard's years of domestic counterdrug experience and apply it to overseas drug trafficking problems in the Middle East.

This National Guard Bureau program, as executed by the 54 states and territories, through their respective governors' Counterdrug plan, supports the Office of National Drug Control Policy strategies. Support for these strategies is embedded within six general mission categories including: program management; technical support; general support; counterdrug related training; reconnaissance and observation; and drug demand reduction support. In 2005, approximately 2,475 National Guard personnel provided counterdrug support to law enforcement agencies and continued to remain ready, reliable, and relevant for their wartime mission by actively participating in their unit of assignment through weekend drill, annual training, and individual Soldier and Airman professional development.



In fiscal year 2005, National Guard support efforts led to 61,125 arrests and assisted law enforcement agencies in seizing nearly 2.4 million pounds of illegal drugs, eradicating over two million marijuana plants, and confiscating over 4.5 million pills. Also, as a result of this joint effort, 11,490 weapons, 4,357 vehicles and more than \$213 million in cash were seized.

In addition to counterdrug support operations, Air and Army National Guard aviation assets supported HLD and HLS operations as part of a joint task force along the northern border during Operation Winter Freeze. The success of that operation was to a great degree directly related to the program personnel's long-standing experience with law enforcement agencies.

During rescue and recovery operations in support of Hurricane Katrina, our program played a major role. Thirty-five aircraft deployed to the Gulf Coast from 25 different states. These aircraft performed search and rescue operations and providing valuable photographic and infrared reconnaissance to assist officials in determining damage levels of the levees and the surrounding communities. In addition, the program organized Task Force Counterdrug Light Assault Vehicle, a task force comprised National Guard Soldiers and Airmen with Light Assault Vehicles from Nebraska, Oregon, California, Tennessee, and Michigan. These vehicles, which have an amphibious capability not commonly found in Guard units but critically needed in the flooding following Katrina, logged more than 800 hours and 6,000 miles and performed over 600 rescues.

Transformation for the 21st Century

Transformation to a Joint National Guard Bureau

The National Guard Bureau crafts the strategies that will result in the implementation of the Secretary of Defense's guidance to improve National Guard relevancy and support to the War on Terrorism, Homeland Defense and Homeland Security. The National Guard Bureau has presented an updated concept and implementation plan to achieve formal recognition as a joint activity of the Department of Defense to the services, a step that would formally establish the National Guard Bureau as the Joint National Guard Bureau.

Joint Force Headquarters—State

The Joint Force Headquarters-State were established (provisionally) in October, 2003 in each of the 50 states, the Commonwealth of Puerto Rico, two U.S. Territories and the District of Columbia, to reorganize the previously separate Army National Guard and Air National Guard headquarters into a joint activity that exercises command and control over all assigned, attached or operationally aligned forces. These were formed in compliance with guidance from the Secretary of Defense to forge new relationships that are more relevant to the current environment between National Guard Bureau, the Office of the Secretary of Defense and the Joint Staff with a primary focus on improving Department of Defense access to National Guard capabilities. The Services and the Director of the Joint Chiefs of Staff have formerly approved the mission statement, and a Joint Operations Center is now operating 24 hours a day, 365 days a year, in each Joint Force Headquarters-State.

All Joint Force Headquarters-State were directly involved in coordinating support for various disasters and emergencies this year to include the recovery efforts following the 2005 Gulf Coast hurricanes. Progress continues toward the goal of 54 fully operational Joint Force Headquarters-State by September of 2006. “Core” Joint Mission Essential Task Lists were customized to the task conditions and standards necessary for each particular state, approved by the respective Adjutant General, and loaded into the Joint Force Headquarters-State Joint Training Plan. Draft Joint Training Plans are complete for all Joint Force Headquarters-State to plan for, and capture, joint training during exercises and real-world events. Many of these headquarters’ have already participated in Vigilant Shield and Vigilant Guard homeland defense exercises. The remaining states are scheduled for these exercises in 2006-2007.

Joint Combined State Strategic Plan

The Joint Combined State Strategic Plan is designed to categorize, assess, and forecast future capabilities to support Joint Domestic National Guard operations by providing the ability to track and assess ten joint core capabilities needed to support Homeland Defense and Homeland Security. They are: command and control, Civil Support Teams, maintenance, aviation /airlift, engineer, medical, communications, transportation, security, and logistics. This plan serves as both a strategic tool and as an operational planning tool for the governor and U.S. combatant commands. This program’s potential for future development coupled with its ability to track these vital competencies makes the plan a decisive tool for continuing transformation of the National Guard.

Recent Hurricane Katrina relief efforts highlight the importance of having this information readily available. The National Guard was able to identify and mobilize units based on current availability and specific functional capability. In addition, individual states have used the state based joint combined strategic plan to render support to civil authorities during life threatening snowstorms and severe flooding this past winter. As a dynamic program, the plan is undergoing initiative enhancements to enable identification of additional, individual state-specific capabilities. This will allow for tracking specific situational response capabilities to hurricanes, tornadoes, floods, mass casualties, and fires among others at the state and regional level.

Joint Continental United States (CONUS) Communications Support Environment (JCCSE)

U.S. Northern Command and the National Guard Bureau jointly developed the JCCSE construct to address requirements for collaborative information sharing and other command, control, communications, and computer (C4) systems capabilities in the post- 9-11 Homeland Defense and Defense Support to Civil mission environment. The detailed, long-term vision for the JCCSE is outlined in the joint U.S. Northern Command and National Guard Bureau document, Joint CONUS Communications Support Environment (JCCSE) Concept for Joint C4, 15 October 2005, which defines JCCSE as, “...the vital organizations and net-centric information technology capabilities required by the National Guard to support U.S. Northern Command, U.S. Pacific Command, U.S. Strategic Command, U.S. Joint Forces Command, and other DOD and non-DOD partners by extending interagency and intergovernmental trusted information sharing and collaboration capabilities from the national level to the state and territory and local levels, and to any incident site throughout the United States and its territories.”

JCCSE is an umbrella construct that involves organizational and process development as well as requisite supporting enhancements to existing National Guard information technology capabilities. Due to the ongoing threats to the U.S. homeland in the post 9-11 environment, NGB took preemptive action to establish initial capabilities—the Interim Satellite Incident Site Communications Set (ISISCS)—that are geographically dispersed throughout the CONUS, as well as Hawaii, and have proven invaluable in real world operations in support of Department of Defense security missions and for disaster response operations related to Hurricanes Ivan, Katrina, and Rita. When fully implemented, JCCSE will provide robust state-federal net-



work connectivity as well as national level management and integration of long haul, tactical, and other DOD capabilities related to C4 systems. JCCSE will provide U.S. Northern and U.S. Pacific Commands, NGB, and the 54 Joint Force Headquarters-State with connectivity to any task force headquarters location, staging area, or incident site. JCCSE will be a major step forward in sharing information among federal, state, local, tribal, private sector, and non-governmental entities for incidents occurring in the states and territories related to HLD/DSCA mission taskings, major disasters or emergencies, and catastrophic incidents.

Open Source Information System

The Open Source Information System is a Virtual Private Network used for open source research and sharing of unclassified, but sensitive, information between the National Guard Bureau and all 54 Joint Force Headquarters-State, as well as other federal and DoD agencies. This system provides sensitive community-based, law-enforcement information at the lowest possible cost. The project is demonstrating the significant value-added concept of sharing installed technology with communities.

The National Guard Bureau, in partnership with the Army's Foreign Military Studies Office at Fort Leavenworth, Kansas, has developed training on the use of the Open Source Information System as well as open source information research skills and methodologies. This effort will provide the necessary tools for research and information sharing at the unclassified level to ensure interoperability, reliability, efficiency, operations security and economies of scale.

Homeland Security Joint Interagency Training Centers

The Joint Force Headquarters of each state must possess the ability to establish one or more Joint Task Forces to support homeland defense. Additionally, as a result of legislation

enacted in 2004, the legal authority exists to establish a Joint Task Force within each state composed of both National Guard members in non-federal status and active component military personnel. In order to better prepare National Guard leaders for the challenges of "dual-status" Joint Task Force command, the National Guard Bureau developed and implemented a formal training program for senior leaders from every state and territory. The dual-status Joint Task Force commander is a transformational concept that leverages the unique capabilities resident in the total force and strengthens unity of command in support of the homeland defense mission.

National Guard Joint Interagency Training Centers were established in October 2004 at Camp Dawson, West Virginia and in San Diego, California. During fiscal year 2005, over 5,000 students from the National Guard and its interagency partners attended training at the centers. These training facilities conduct individual or collective training and educate Department of Defense entities and federal, state, and local authorities. The centers teach specialized courses in Incident Management, Continuity of Government/Continuity of Operations and Vulnerability Assessment. Areas of emphasis included protecting the domestic population, U.S. territory, and critical infrastructure against threats and aggression.

These centers provide homeland security training development and delivery, and work to ensure training availability, quality, and standardization. They serve the homeland security training needs of National Guard units, specifically those with Homeland Defense, Civil Support, and Emergency Preparedness missions. The centers will continue to evolve through continuous and in-depth analysis of homeland security training requirements. The training centers continue to be a critical capability that achieves the homeland defense priorities of the National Guard Bureau.



State Adjutants General

Alabama

Major General (Ret) Crayton M. Bowen

Alaska

Major General Craig E. Campbell

Arizona

Major General David P. Rataczak

Arkansas

Major General Don C. Morrow

California

Major General William H. Wade, II

Colorado

Major General Mason C. Whitney

Connecticut

Brigadier General Thaddeus J. Martin

Delaware

Major General Francis D. Vavala

District of Columbia

Major General David F. Wherley, Jr., Commanding General

Florida

Major General Douglas Burnett

Georgia

Major General David B. Poythress

Guam

Major General Donald J. Goldhorn

Hawaii

Major General Robert G. F. Lee

Idaho

Major General Lawrence F. Lafrenz

Illinois

Major General (IL) Randal E. Thomas

Indiana

Major General R. Martin Umbarger

Iowa

Major General G. Ron Dardis

Kansas

Major General Tod M. Bunting

Kentucky

Major General Donald C. Storm

Louisiana

Major General Bennett C. Landreneau

Maine

Major General John W. Libby

Maryland

Major General Bruce F. Tuxill

Massachusetts

Brigadier General (MA) Oliver J. Mason, Jr.

Michigan

Major General Thomas G. Cutler

Minnesota

Major General Larry W. Shellito

Mississippi

Major General Harold A. Cross

Missouri

Major General (MO) King E. Sidwell

Montana

Major General Randall D. Mosley

Nebraska

Major General Roger P. Lempke

Nevada

Brigadier General (NV) Cynthia N. Kirkland

New Hampshire

Major General Kenneth R. Clark

New Jersey

Major General Glenn K. Rieth

New Mexico

Brigadier General (NM) Kenny C. Montoya

New York

Major General Joseph J. Taluto (Acting)

North Carolina

Major General William E. Ingram, Jr.

North Dakota

Major General Michael J. Haugen

Ohio

Major General Gregory L. Wayt

Oklahoma

Major General Harry M. Wyatt, III

Oregon

Major General Raymond F. Rees

Pennsylvania

Major General Jessica L. Wright

Puerto Rico

Colonel (Ret) Benjamin Guzman

Rhode Island

Brigadier General John L. Enright, Acting

South Carolina

Major General (Ret) Stanhope S. Spears

South Dakota

Major General Michael A. Gorman

Tennessee

Major General Gus L. Hargett, Jr.

Texas

Major General Charles G. Rodriguez

Utah

Major General Brian L. Tarbet

Vermont

Major General Martha T. Rainville

Virginia

Brigadier General Robert B. Newman, Jr.

Virgin Islands

Brigadier General (VI) Eddy G. L. Charles, Sr.

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Major General Timothy J. Lowenberg

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Major General Albert H. Wilkening

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